



The Quest for Excellence® XX

Official Conference of the Malcolm Baldrige National Quality Award

April 22-25, 2008

Hilton Washington • Washington, DC

Featuring the most recent recipients of the Malcolm Baldrige National Quality Award—the highest Presidential honor given to US businesses and organizations



Small Business

PRO-TEC Coating Company

Paul Worstell, President



Health Care

Mercy Health System

Javon R. Bea, President and CEO



Health Care

Sharp HealthCare

Michael Murphy, CEO



Nonprofit

City of Coral Springs

Michael Levinson, City Manager



Nonprofit

**U.S. Army Armament Research,
Development and Engineering
Center (ARDEC)**

Dr. Joseph A. Lannon, Director



and the Foundation for the Malcolm Baldrige National Quality Award



20th Anniversary Gala, April 22

Who. What. Where. Why. When.

The Quest for Excellence® XX

April 22-25, 2008 • Hilton Washington • Washington, DC

Who Should Attend: CEOs, senior managers, government executives, education and health care professionals, directors of staff functions, heads of operating units, quality/performance improvement practitioners, and anyone who wants to implement the Baldrige Criteria for Performance Excellence (Criteria) in their organization.

Organizations from all sectors of the U.S. economy should attend to learn how to improve competitiveness and performance. Whether your organization is large or small; is involved in service, manufacturing, nonprofit, education or health care; or has one office or multiple sites across the globe, you can benefit from the experience of the Baldrige Award recipients.

For 20 years, The Quest for Excellence has provided a forum for Malcolm Baldrige National Quality Award recipients to showcase their exceptional performance practices and share their journeys to excellence with interested businesses and organizations.

The Quest for Excellence provides an opportunity for in-depth learning about the best practices and results of the 2007 Baldrige Award recipients, offers special sessions with previous recipients, and maximizes networking opportunities. Senior leaders will discuss the seven Categories of the Criteria, their journeys to performance excellence, and their lessons learned.

“Hard work, innovation, and the entrepreneurial spirit reflect the values that make our country strong. Twenty years ago, the Baldrige Award was established to honor American organizations that demonstrate a strong commitment to quality and performance excellence. This year’s Baldrige Award recognizes business, health care, and nonprofit organizations for their leadership and management and their focus on putting people first.”

-President George W. Bush

Celebrating 20 Years

Please Join Us

Baldrige 20th Anniversary Gala

April 22, 2008

6:00 pm – 9:00 pm

Hilton Washington • International Ballroom • Washington, DC

Featuring Remarks by:
Michael Luker
President, Sunny Fresh Foods

Dr. Stephen Mittelstet
President, Richland College

Sr. Mary Jean Ryan, FSM
President & CEO, SSM Health Care

Cocktails • Dinner • Live Music

Pre-Registration Recommended
See Registration form for more details
Business Attire



Conference Schedule

Tuesday, April 22

- 12:00 Pre-Conference Workshop Check-in
3:30 General Registration Opens
1:00-4:00 Pre-Conference Workshops (concurrent sessions)
-Getting Acquainted with Baldrige
-Intermediate: Moving from Interest to Action
6:00-9:00 Baldrige 20th Anniversary Gala
Dinner Celebration featuring Michael Luker; Dr. Stephen Mittelstet; and Sr. Mary Jean Ryan, FSM

Wednesday, April 23

- 7:00-5:00 Registration Open
8:00 Welcome, Video, Remarks
8:30 Leadership Plenary Session
The top executive from each of the 2007 Baldrige Award recipients will describe the organization, how senior leaders guide and sustain it, and how the organization addresses its ethical, legal, and community responsibilities.
10:00 Refreshment Break
10:30 Senior Leadership Panel Discussion
11:00 Keynote Speaker—Kent Adams, President, Caterpillar Financial Services Corporation
11:25 Lunch & Exhibits Open
12:30-3:15 Concurrent Sessions
Current and former Baldrige Award recipients will present concurrent 45 minute sessions on the topics below. Question and answer time follows each presentation.

The **2007 Baldrige Award recipients—PRO-TEC Coating Company, Mercy Health System, Sharp HealthCare, City of Coral Springs, and ARDEC**—will present on each Baldrige Criteria Category:

- Strategic Planning
- Customer/Student and Stakeholder/Patient and Market Focus
- Measurement, Analysis, and Knowledge Management
- Workforce Focus
- Process Management

Organizational results are addressed along with the appropriate Criteria Category. These sessions are repeated to allow attendees to track an Award recipient, a Criteria Category, or mix and match.

Former Baldrige Award recipients will present special sessions, including **Community Consolidated School District 15**—High Expectations for All Learners; **Jenks Public Schools**—Using the Baldrige Process to Empower School Communities; **MEDRAD**—Globalization and the Scorecard at Medrad; **MESA Products**—Using Baldrige to Manage Business Growth; **North Mississippi Medical Center**—System Alignment: Clinical and Economic Impact of Coordinated Regional Healthcare; **Premier**—Using Core Values to Drive an Organization; **RWJ Hospital**—How Information Technology Can Embody the Baldrige Criteria to Contribute to Organizational Success; **University of Wisconsin-Stout**—How Education Can Partner with Business; **Bronson Methodist Hospital, Richland College, Cargill Kitchen Solutions (formerly Sunny Fresh Foods)**—Joint double session on Applying for the Baldrige Award

- 4:15-5:15 **2007 AWARD CEREMONY**
Annual Award Ceremony led by the Secretary of Commerce featuring the 2007 Baldrige Award Recipients.
6:30-8:30 Reception in Honor of the 2007 Award Recipients and Cash Bar

Thursday, April 24

- 7:00-4:30 Registration Open
8:00-12:00 Concurrent Sessions (continued)
Same format and topics as Wednesday, including additional former Award recipient special sessions; sessions are repeated to allow flexibility and attendees to track more than one Award recipient or Category.
12:00-1:00 Lunch & Exhibits Open
1:00-3:45 Concurrent Sessions (continued)
3:45-4:15 Break
4:15-5:00 Town Hall Sessions
Current and former Baldrige Award recipients will respond to questions from the audience. Sessions are organized by Award category/sector: Business, Education, Health Care, and Nonprofit.

Friday, April 25

- 7:00-12:00 Registration Open
8:00 Journey to Performance Excellence Plenary Session
Overviews of the organizations' journeys to performance excellence and lessons learned along the way, presented by senior leaders from each of the 2007 Baldrige Award recipients.
9:25 Break
9:55 Sustaining the Gains and Going to the Next Level
Featuring former Baldrige Award recipients DynMcDermott, Ritz Carlton, and SSM Health Care
10:30 Stretch Break
10:45 Q&A
11:45-12:00 Conference Themes and New Directions Plenary Session (Conference Closes)

Malcolm Baldrige National Quality Award Recipients



Small Business: PRO-TEC Coating Company

PRO-TEC provides world-class, hot-dipped galvanized coated sheet steel primarily for the most demanding customers and applications in the automotive market. Established in 1990 as a joint venture between United States Steel Corporation and Kobe Steel of Japan, PRO-TEC continues to operate under the joint venture agreement.

PRO-TEC has been continuously profitable for 12 years in an industry that has been undergoing widespread bankruptcies and consolidations. Over the past five years, profits have doubled.

PRO-TEC is the industry leader in advanced-high-strength steel coating and ultrahigh-strength steel coating, supplying about 15 percent of all hot-dipped galvanized steel to the automotive market. PRO-TEC produces in excess of 100 percent of design capacity in a 24/7 operation.

PRO-TEC was the first steel-processing plant to earn both OSHA's Voluntary Protection Program (VPP) Star and EPA's National Environmental Performance Track (NEPT) recognition at the same time.



Health Care: Mercy Health System

Mercy Health System (MHS) is a vertically integrated health system that provides services to residents of southern Wisconsin and northeastern Illinois. Hospital-based services (50%) include three hospitals; clinic-based services (34%) include 285 physicians employed at 38 community clinics in six counties; post acute care/retail services (4%) include subacute care services, long-term care services, home health services, a community-based residential facility with hospice beds, a "health mall", and six retail pharmacies; and an insurance company. Insurance products (12%) include an HMO, POS (Point-of-Service) products, Medicaid HMO, and Medicare supplement plans.

Results for community acquired pneumonia mortality rates have decreased steadily since 2003, with current results at 1.2%—significantly below the benchmark of 4.0%. MHS received the 2006 American Association of Retired Persons (AARP) "Best Employers for Workers Over Age 50" award and was named one of the "100 Best Companies in Which to Work" by *Working Mother* magazine. In addition, in 2007, MHS was named one of the "100 Best Adoption-Friendly Workplaces."

MHS provides approximately 1.8% of its hospitals' revenue and more than 2% of its clinics' revenue to charity care.



Health Care: Sharp HealthCare

Sharp HealthCare is an integrated health care delivery system that provides a full continuum of care through its 4 acute care hospitals, 3 specialty hospitals, 3 affiliated medical groups, 19 outpatient medical clinics, and a health insurance plan. Sharp HealthCare's net revenue increased by over \$900 million from 2001–2007 (projected). In 2006, Sharp HealthCare surpassed the performance level of its largest local competitor.

Sharp's four acute-care hospitals—are in or approaching the top 10% in performance nationally for non-intensive-care-unit community-acquired pneumonia patients, with sustained improvement year after year. For all three hospitals with intensive care units, heart attack mortality is demonstrating sustained levels from 2004–2007, a mark that is at or better than the national benchmark.

The economic value of community benefits provided by Sharp increased from approximately \$100 million in 2001 to approximately \$180 million in 2006. Management's donation of hours toward community programs increased from 10,000 hours to almost 60,000 during the period 2003–2006. Sharp is recognized as one of only nine health care organizations to receive the "100 Most Wired" award for nine consecutive years.

Including the first two Award Recipients in the new Nonprofit Category

Nonprofit: City of Coral Springs

The City of Coral Springs is a municipal corporation—a city government following a corporate management model. Coral Springs is a centrally planned community incorporated in July 1963. The population of 131,257 makes it the 13th largest city in the State of Florida.

The city demonstrates a consistently high level of financial performance, reflecting the city's effectiveness of running like a business, its key strategic advantage. Results include a AAA bond rating from the major rating agencies, the "Government Financial Officers Association Distinguished Budget" award for 16 consecutive years, and zero findings on external audits for 11 years.

The city is committed to customer focus, demonstrated by senior leaders multiple approaches to communicate the city's strategic priorities, goals and plans, including the yearly "Slice of the Springs" meetings for its two key customer groups.

The city's efforts to improve public safety have resulted in crime rate incidents per 100,000 decreasing by nearly half over the last 10 years. This is the lowest crime rate in the state, fourth lowest in the nation for cities with populations between 100,000–499,999. Employee satisfaction and willingness to recommend the city as a place to work has been 90% or higher for 10 consecutive years.



Nonprofit: U.S. Army Armament Research, Development and Engineering Center (ARDEC)

ARDEC is the R&D center for armaments used by the U.S. Army, Special Operations Command, and other organizations. ARDEC's purpose is to provide battlefield supremacy for U.S. troops through "overmatch capabilities." Over the past 10 years, ARDEC has developed and released more than 20 products that have provided U.S. troops with "world's best" capabilities, compared with products from foreign military and other U.S. defense organizations.

Efforts to diversify ARDEC's revenue stream have led to growth in non-Army revenue from about \$60 million in fiscal year (FY) 2001 to \$140 million in FY2007. Overall revenue has increased from approximately \$600 million in FY2001 to around \$1.2 billion in FY2007.

ARDEC has received awards and recognition based on customer satisfaction and perceived value, including Value Engineering Accomplishments of Merit. Over the past five years, ARDEC has won 13 of the Army's "10 Greatest Inventions of the Year" awards. Additionally, ARDEC has won the "Army Research and Development Lab of the Year" award for two of the last four years. ARDEC's SWORDS robot was named one of the "most amazing inventions of 2004" by *Time* magazine.

Results for workforce engagement were more than 84% positive and job satisfaction ratings increased from about 87% positive in FY2004 to 92% positive in FY2007, exceeding government productivity and quality benchmarks.



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Pre-Conference Workshops

Limited space. Reserve early.

Tuesday, April 22, 2008 | 1:00-4:00 pm

The concurrent workshops aim to address the needs of leaders with different levels of exposure to the Baldrige Program and the Criteria. Pre-registration is required. Each workshop is available with or without a conference registration. Choose the workshop that best matches your experience level.

Workshop 1

Getting Acquainted with Baldrige

- Designed for those who have had little or no exposure to the Baldrige Criteria
- Participants will learn the history and structure of the Baldrige Program, the benefits of self-assessment and feedback, the structure of the Criteria, how to focus improvement and communication efforts, how to use the Criteria and the Award recipient application summaries to enhance learning from the conference

Workshop 2

Intermediate Baldrige: Moving From Interest to Action

- Designed for those who have begun to use the Criteria or self-assessment tools and are ready to learn more—not for experienced Criteria users
- Participants will learn the benefits of conducting a self-assessment using the Organizational Profile, an approach for managing an initial organizational self-assessment, and the value of using the Criteria to more fully articulate an organization's attributes, challenges, and needs

Event Details

Conference Registration Fees

Advance registration for The Quest for Excellence XX Conference is \$1100 and due by March 25, 2008. Registration after this date is \$1250. Advance Registration for All Events (Conference and the 20th Anniversary Gala) is \$1200 and due by March 25, 2008 and \$1350 thereafter. Pre-registration is required. Register by phone, fax, or mail through Experient (ATD083) or online at www.baldrige.nist.gov. See the registration form for complete information.

Group and Faculty Discounts

Groups of 10 or more receive a \$100 discount per registrant off the advance or regular registration fee, as appropriate. Registrations must be made as a group. The full conference fee will be charged if cancellations reduce the group to fewer than 10 employees. Substitutions may be made at any time. Full-time academic employees of a college, university, school district, secondary school, or elementary school are eligible for discounted registration fees of \$775 (advance) or \$925 (regular). The faculty discount cannot be combined with the group discount.

Payment Information

All registration forms must be accompanied by full payment (U.S. currency only). Phone or fax registrations must include the expiration date and number of a major credit card (VISA/MC/AMEX/DISCOVER) that will be charged. If you wish to guarantee payment with a purchase order, Experient must receive the hard copy of the purchase order with your registration form. Make checks payable to The Quest for Excellence XX-ASTD. You will receive confirmation of your registration by e-mail, fax, or mail.

Cancellation and Substitution Policy

Registrants whose requests for cancellation are received on or before March 25, 2008 will receive a full refund. Requests received between March 25, 2008 and April 15, 2008 will incur a \$200 processing fee. No requests for reimbursement for cancellations will be accepted after April 15, 2008. Substitutions may be made at any time.

CEUs/RUs

The Quest for Excellence attendance qualifies for 1.3 Recertification Units (RUs) from the American Society for Quality (ASQ). Participation in either Pre-Conference Workshop qualifies for 0.3 International Association for Continuing Education and Training (IACET) Continuing Education Units (CEUs) and 0.3 ASQ RUs.

Proceedings

Attendees receive a conference bag containing Award recipient videos, conference presentation slides, Award recipient application summaries, and other materials from the Baldrige National Quality Program.

Accommodations

Rooms have been reserved at the Hilton Washington at the special conference rate of \$224 standard single or double or \$264 towers single or double. The tax rate is 14.5%. To receive this special rate reserve by March 26, 2008 and mention The Quest for Excellence XX. Make reservations by calling the Hilton at 1-888-324-4586 or 202-797-5755 or online at www.baldrige.nist.gov.



Baldrige National Quality Program
National Institute of Standards and Technology
U.S. Department of Commerce
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Gaithersburg, MD 20899-1020

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Come and Learn Best Performance Practices

- leadership
- strategic planning
- customer and market focus
- measurement, analysis, and knowledge management
- workforce focus
- process management
- results

Baldrige National Quality Program

performance excellence. innovation.