



## **RECENT PROGRAM NEWS**

### **Baldrige Award Applicants Can Now Receive Category-Level Recognition**

The Baldrige Program will begin identifying category best practices within the 2012 award cycle among site-visited organizations. Best practices identified by the Panel of Judges in categories 1 through 6 will be eligible for recognition. To receive this recognition, an applicant's overall organizational performance in the identified category must be demonstrating mature processes that are linked to the appropriate organizational results, demonstrating favorable levels and trends. Also, the applicant organization must have credible performance across all categories. An applicant may be recognized for more than one category best practice or for none at all.

The site visit process will remain unchanged. Organizations receiving such category recognition will present at the Quest for Excellence® Conference following their recognition. Such organizations will be recognized in the annual award ceremony program, but not on stage, and the Baldrige Program will highlight them on our Web site and in a press release.

The purpose of category recognition—which was approved by the Board of Overseers at its June 14 meeting—is to (1) encourage organizations to continue their engagement with the Baldrige Program; and (2) provide other organizations in their industries (and beyond) with best practices. In 2011, the judges piloted identification of category-level best practices as part of the judging process.

Feedback gathered from 2010 and 2011 site-visited applicants, including award recipients, affirmed that enabling other organizations to benchmark category-level best practices through such recognition would result in valuable learning experiences. Out of 21 site-visited applicants and Baldrige Award recipients in 2010 and 2011 that responded, 18 site-visited organizations supported the category best-practice recognition. Most responded favorably to the question of whether or not the organization would be or would have been (if not a recipient) interested in being recognized for a category best practice by the Baldrige Program. Rationales included pride in sharing a best practice with other organizations, recognition/motivation, validation that the organization is on the right path, and increased conference attendance.

### **Baldrige Program Transitions to New Business Model**

The Foundation for the Malcolm Baldrige National Quality Award, which has supported the Baldrige Program for more than 20 years with contributions from the private sector, announced in April that it will provide funding for the program through fiscal year 2015 as the program transitions to a new business model. This business model moves the program from federal government funding to a more self-sustaining operation. NIST will continue its leadership role in

managing the program, but it will be funded through a combination of new fees together with expanded support from the private sector.

The foundation will review the gift annually to determine any appropriate adjustments during the three-year period. The foundation also has initiated a new endowment fundraising campaign to ensure long-term sustainability. For more information on the new funding and business model, see the [Baldrige Web site](#).

### **Baldrige Enterprise Moves Forward**

In February, the senior leaders of the Baldrige Enterprise achieved consensus on the Enterprise's vision: to enhance the competitiveness, quality, and productivity of organizations through an integrated, financially sustainable Baldrige Enterprise with a strong core program and strong partner programs that carry the Baldrige brand/name. The leaders also agreed on [ten important elements of the Baldrige Enterprise](#).

The senior leaders are Brian Lassiter, chair of the Alliance for Performance Excellence; Katie Rawls, chair-elect of the Alliance; Debbie Collard, chair of the Foundation for the Malcolm Baldrige National Quality Award; David Spong, former chair of the foundation and ASQ board and a two-time Baldrige Award recipient CEO; Thom Schamberger, executive director of the foundation; Paul Borawski, CEO of ASQ; Harry Hertz, director of the Baldrige Performance Excellence Program; and Bob Fangmeyer, deputy director of the Baldrige Program. For more information on the emerging Enterprise model, including descriptions of six new Enterprise-wide transition taskforce groups, see the [Baldrige transition page](#) and <http://www.nist.gov/baldrige/enterprise.cfm>.

### **Thomson Reuters Report and 2011 Academic Study Affirm Baldrige Program's Value**

An [economic study](#) to determine the practical value to organizations using the Baldrige Criteria for Performance Excellence found that the benefits of the program outweigh the overall cost by 820 to 1.

Specifically in the health care sector, a [study conducted by Thomson Reuters](#) found that Baldrige hospitals were six times more likely to be counted among the 100 Top Hospitals, which represent the top 3 percent of hospitals in the United States, and that they statistically outperform the 100 Top Hospitals on core measures established by the U.S. Centers for Medicare and Medicaid Services.

### **Four Judges Appointed to Panel**

Commerce Secretary John Bryson recently appointed Diane Bosworth, Donald E. Lighter, Paige Lillard, and Geraldine (Geri) Markley to three-year terms on the [Judges' Panel of the Malcolm Baldrige National Quality Award](#).

Diane Bosworth served as the assistant superintendent for curriculum and school improvement with Jenks Public Schools in Jenks, Oklahoma, from 1997 to 2007. At Jenks, she led the

district's focus on continuous improvement and set the course for prekindergarten through 12th-grade curriculum development and alignment. She has also served as an adjunct professor at the University of Oklahoma on the Tulsa Campus.

Donald E. Lighter is director of the Institute for Healthcare Quality Research and Education; professor in the College of Business Administration at the University of Tennessee, Knoxville; and corporate medical director for patient safety and quality at Shriners Hospitals for Children. He has been a member of the Board of Examiners for the Malcolm Baldrige National Quality Award for more than ten years, serving as an alumni examiner since 2006.

Paige Lillard is the vice president of business excellence with Turner Broadcasting System, Inc.'s Broadcast Operations and Technology groups. She has been a member of the Baldrige Board of Examiners for three years, and she was founder and president of the Georgia Center for Performance Excellence.

Geraldine (Geri) Markley is executive director of the Michigan Quality Council. She has served on the Baldrige Board of Examiners since 1995 and an alumni examiner since 2001, as well as serving as a judge for the Ohio Award for Excellence, the Robert C. Carey Veterans' Administration Award, and the Michigan Quality Council.

The Panel of Judges functions as an advisory body to the Secretary of Commerce and ensures the integrity of the Award selection process. After reviewing the results of examiners' scoring of written applications, panel members vote on which applicants merit site visits. The panel then reviews findings from site visits and recommends Baldrige Award recipients for approval by the director of the National Institute of Standards and Technology (NIST) and the secretary of commerce.

For photos and other information, see [our Web site](#).

## **QUEST AND CEREMONY**

### **Baldrige Program Now Celebrating 25th Anniversary**

We have kicked off a yearlong celebration of our program's 25th anniversary. The year will culminate in a gala at the 25th Annual Quest for Excellence® Conference in Baltimore (April 7–10, 2013). The celebration began in April with the unveiling of a 25th anniversary logo and [Web page](#). The theme is “Baldrige: Building an Even Better Future.” Check the Baldrige Web site regularly this year for [more information](#).

### **24th Quest for Excellence® Conference: Best Practices Shared by Nation's Role Models**

The 24th Annual Quest for Excellence conference in Washington, DC, in April provided a great forum for learning from organizations in every sector. Leaders from the four 2011 Baldrige

Award-winning organizations and 21 former award recipients shared best practices and insights on their improvement journeys.

Baldrige Director Harry Hertz summarizes his key takeaways in the form of seven themes in his [April Insights on the Road to Excellence column](#) on our Web site. Baldrige staff members Dawn Bailey, Christine Schaefer, and Pamela Wong convey highlights from conference presentations in a series of blogs that include [“Henry Ford Health System: Laboratory for Innovation,”](#) [“Concordia Publishing House: Modeling Fact-Based Management,”](#) [“How to Use Baldrige for Strategic Planning—and Raise Health Status and Employee Engagement at the Same Time,”](#) [“Schneck Medical Center: How a Small-Town Employer Grows a World-Class Workforce,”](#) and [“We Are in the Relationship Business’: Baldrige Health Care Organizations and You.”](#) Please share your own observations from the conference or additional thoughts by commenting on Blogrige or participating in the Quest LinkedIn group throughout the year.

If you could not attend the conference this year or just wish to see the presentations again, you can purchase audio recordings of the conference proceedings from [AVEN](#). For presentations from previous Quest for Excellence conferences, you can [view videos](#) on our Web site and YouTube.

### **Thank You, QE Sponsors!**

The Baldrige Program greatly appreciates the support of the [16 organizations](#) that generously supported the 24th Annual Quest for Excellence conference as official sponsors. Thank you all for helping the Baldrige Program to make this event a success!

### **Commerce Secretary Bryson Presented Baldrige Award to 11 Organizations**

On April 15, 2012, U.S. Commerce Department Secretary John Bryson presented 11 U.S. organizations with the Malcolm Baldrige National Quality Award, the nation's highest honor for organizational innovation and performance excellence. The ceremony—the 23rd in the history of the award—honored the 2010 and 2011 recipients, listed with their category below:

#### **2010**

- [MEDRAD \(a division of Bayer Healthcare\), Warrendale, PA \(manufacturing\)](#)
- [Nestlé Purina PetCare Co., St. Louis, MO \(manufacturing\)](#)
- [Freese and Nichols Inc., Fort Worth, TX \(small business\)](#)
- [K&N Management, Austin, TX \(small business\)](#)
- [Studer Group, Gulf Breeze, FL \(small business\)](#)
- [Montgomery County Public Schools, Rockville, MD \(education\)](#)
- [Advocate Good Samaritan Hospital, Downers Grove, IL \(health care\)](#)

#### **2011**

- [Concordia Publishing, St. Louis, MO \(nonprofit\)](#)
- [Henry Ford Health System, Detroit, MI \(health care\)](#)

- [Schneck Medical Center, Seymour, IN \(health care\)](#)
- [Southcentral Foundation, Anchorage, AK \(health care\)](#)

Read the [complete story on the Baldrige Web site](#).

Read [leaders' remarks and other ceremony details on the Baldrige blog](#).

## **AWARD PROCESS**

### **39 Organizations Apply for the 2012 Baldrige Award**

Thirty-nine organizations have applied for consideration for the 2012 Baldrige Award. Applicants include 1 manufacturer, 3 service companies, 2 small businesses, 3 education organizations, 25 health care organizations, and 5 nonprofit organizations. For the 2012 changes to award eligibility criteria and other information, read the [complete story on the Baldrige Web site](#).

### **2012 Award Process Now Under Way**

Evaluations for the 2012 Baldrige Award have begun this month. Over the next several months, each application for the 2012 Baldrige Award will receive an Independent Review and a Consensus Review by a team of seven to ten examiners. Each examiner team is led by an experienced examiner, with other senior or alumni examiners also providing guidance and support. On August 29, the Panel of Judges will review data to select applicants to move on to Site Visit Review.

### **Feedback on Feedback: 2011 Award Applicants Respond to Judges Survey**

2011 Baldrige Award applicants that responded to a survey on their experiences gave high scores on their likelihood to recommend the Criteria and on the relevance of the Criteria to their organizations. Among the input gathered on ways the Baldrige Program can improve feedback reports in future years, applicants commented that feedback reports should

- Be actionable and encouraging
- Have more examples and details for key opportunities
- Have more "so-what" statements to elevate the importance of some comments
- Show, if possible, variability in scoring and, if appropriate, provide more bolded comments in order to help an organization discern greater areas of strength or opportunity
- Be consistent
- Provide key themes that are anchored in the Criteria core values
- Be based on a strong understanding of the applicant

- Show consistency between scoring range and tone of comments; ensure scoring range gives benefit of the doubt, taking into consideration the entire application; and ensure low scores are supported by number and tone of opportunity comments
- Point out key issues holding the organization back, as well as point the organization in the right direction to improve
- Be insightful

Forty-one of the 69 2011 award applicants responded to the survey. Of the applicants, 71.4 percent participated in their state award programs prior to applying at the national level.

The survey is sent to all applicants each year by the Baldrige Panel of Judges and includes questions about the applicants' experience, segmenting those applicants that received a site visit.

## **EXAMINER TRAINING**

### **2012 Baldrige Examiners Complete On-Site Training**

Nearly 500 Baldrige examiners completed the Examiner Preparation Course for the 2012 Malcolm Baldrige National Quality Award Board of Examiners in May. The 489 participants in the training included 33 paid visitors, 11 of whom were international. Each participant attended one of four three-day training sessions starting April 25 and ending May 18 on the campus of the National Institute of Standards and Technology.

Before on-site training, examiners completed an Independent Review of the 2012 Tillingate Living Case Study using the Baldrige Online Scorebook Solution (BOSS). They also had opportunities to prepare for on-site training and roles in the 2012 award process through the online training modules and resources available in the [Examiner Resource Center](#).

For the first time, Baldrige examiner training was open to a limited number of participants who paid a fee to attend the training but will not become examiners. The total number of paid visitors, both domestic and international, exceeded the program's projected number, raising approximately \$80,000, which will help fund the program as part of its new business model.

The Baldrige Program thanks the following examiners for providing expert guidance and coaching in the classrooms as training facilitators: Nicheole Amundsen, Jackie Beede, Kathy Burke, Sally Ceselski, Gary Floss, Jan Garfield, Paul Grizzell, Denise Haynes, John Jasinski, Kay Kendall, Brian Lassiter, Michael Levy, Casey Mackert, Geri Markley, Patricia Martinez, Kevin McManus, Liz Menzer, Joe Muzikowski, Rob Rainer, Rebecca Ruhl, Terry Rusconi, Nancy Showers, Kristin Stehouwer, Jack Swaim, and Tash Zukowski.

### **Continue Your Development with Just-in-Time Modules**

Classroom training has ended, but your development as a Baldrige examiner can continue with the help of online resources. Continue or refresh your learning with the [just-in-time training](#)

[modules](http://www.nist.gov/baldrige/examiners/resource_center/onboarding.cfm) listed (and hyperlinked) below, which are available in the Examiner Resource Center ([http://www.nist.gov/baldrige/examiners/resource\\_center/onboarding.cfm](http://www.nist.gov/baldrige/examiners/resource_center/onboarding.cfm)):

### **Independent Review**

- [Show Me the Score](#) (5 minutes)
- [Evaluating Process Items](#) (11 minutes)
- [Evaluating Results Items](#) (15 minutes)
- [Elements of a Well-Written Comment](#) (10 minutes)

### **Consensus Review**

- [BOSS for Team Leaders and Examiners](#) (MS-Word)
- [The Power of Consensus](#) (14 minutes)

### **Site Visit Review**

- [An Intro to Site Visit](#) (14 minutes)
- [Documenting Your Work on BOSS](#) (11 minutes)

### **Ongoing Learning**

- [Examiners as Ambassadors](#)

### **Take Advantage of Your CEUs**

ASQ will again be offering 2.0 (for 3 days) and 2.8 (for 4 days) continuing education units (CEUs) for completing the three-day or four-day Examiner Preparation Course. The CEUs, which are sent on a certificate in June with your Baldrige team assignment, can be used toward keeping up accreditations, professional memberships, and licensing in your profession. ASQ is accredited by the International Association for Continuing Education and Training (IACET) as an Authorized Provider to offer IACET CEUs; one CEU equals ten contact hours of participation in an approved continuing education and training activity.

To use your CEUs to pursue ASQ recertification, see ASQ's [recertification information](#). You also can use your CEUs at [other approved companies, regulatory boards, and organizations](#).

## **BALDRIGE PRODUCTS AND SERVICES**

### **2013–2014 Criteria Revisions: Your Suggestions Requested**

The 2013–2014 Criteria for Performance Excellence are now under development. We invite you to submit your suggestions for improving the Criteria from now until July 2. There are two ways to participate:



- Enter your comments directly into the Criteria text (posted online as a Google Doc): Send an e-mail to [iday@nist.gov](mailto:iday@nist.gov) to let us know you'd like to participate. We'll send you an invitation and instructions.

or

- Send us an e-mail or file with your suggestions. E-mail the file to [iday@nist.gov](mailto:iday@nist.gov).

If you have suggestions for improving the Baldrige Award process, examiner training, communications, or other Baldrige Program activities, please send them to [iday@nist.gov](mailto:iday@nist.gov).

Thank you in advance for your interest and your willingness to help us improve.



*Harry Hertz's granddaughter, Cora, confers with her new baby sister, Eviva (born May 24) on their proposed revisions to the 2013-2014 Criteria for Performance Excellence.*

### **Alternative Assessment: Collaborative Option Piloted**

We are piloting a collaborative assessment that is not tied to the annual Baldrige Awards. Pending the results of the pilot, we plan to offer this service in 2013. Watch our [Web site](#) for more information.

### **Fellows Program Update**

The second class of [Baldrige Executive Fellows](#) held its first session April 15–17, 2012, at the Quest for Excellence Conference in Washington, DC. This kickoff session included reflections on leadership, presented by Harry Hertz; a discussion on leadership and the CEO's perspective, led by David Spong; and a talk on SSM Healthcare's Baldrige journey, by Sister Mary Jean



Ryan, chair of SSM Healthcare's board. The Fellows also met with the leaders of the 2011 Baldrige Award-winning organizations. Several Fellows remained after the dedicated Fellows sessions ended to attend the remaining Quest for Excellence presentations by current and former Baldrige Award recipients.

The remaining four sessions in the yearlong program include

- Visionary Leadership That Works (June 26–27, 2012, Cargill Corporation, Minneapolis)
- Operational Intelligence (September 11–12, 2012, Sharp HealthCare, San Diego)
- Leading for Engagement (January 8–9, 2013, Ritz-Carlton, Pentagon City, VA)
- Graduation and capstone project highlights; meeting with 2012 Baldrige Award recipients (April 7–9, 2013, Baldrige Quest for Excellence Conference, Baltimore)

The intent of the Baldrige Executive Fellows Program is to reach out to business executives who are not currently engaged with the Baldrige Criteria or process. If you know of a C-suite executive from an organization that would benefit from an in-depth exposure to Baldrige concepts and award recipients, please invite them to consider applying. For application and program details, see <http://www.nist.gov/baldrige/fellows/index.cfm>.

2012 Baldrige Fellows:

- Deborah J. Bowen, Executive Vice President/COO, American College of Healthcare Executives
- Timothy Cavanagh, Director of Process Innovation, Lawrence and Memorial Hospital
- Colonel John C. Harris, Jr., Assistant Adjutant General—Army, Ohio National Guard Bureau
- Jo Ann C. Jenkins, President, AARP Foundation
- Kathleen M. Kearney, Vice President, Business Project & Process Leadership, John Deere Financial; President, John Deere Financial Federal Savings Bank
- Sandy Lieske, Vice President, Global Consumer Support Organization, Hewlett-Packard
- Howard M. Nathan, President and CEO, Gift of Life Donor Program
- Douglas W. Patten, Senior Vice President, Medical Affairs, and Chief Medical Officer, Phoebe Putney Memorial Hospital
- Peter J. Pronovost, Senior Vice President, Patient Safety and Quality, The Johns Hopkins University School of Medicine
- John J. Varley, Sr., Vice President, Quality and Mission Success for Missiles and Fire Control, Lockheed Martin Missiles and Fire Control

## **BALDRIGE-BASED PROGRAMS AND OUTREACH**

### **International Excellence News**

In March, Baldrige Program Director Harry Hertz attended the annual meeting of the [Global Excellence Model \(GEM\) Council](#) in Monterrey, Mexico. The gathering included senior leaders

from premier excellence programs based in seven countries and regions around the world. One theme of the meeting, as reported by Harry in a [blog](#), was “the support for and the importance of the Baldrige Program and its sustainability to the international community.” This support, he said, was manifest in the international programs’ sharing of their business models and in their commitment to a joint future. Among upcoming joint plans, the Baldrige Program will host an international session as part of its 25th anniversary celebrations at the Quest for Excellence Conference in Baltimore (April 7–10, 2013). The session will feature speakers from several GEM program award winners.

## **2012 Regional Conferences**

The 2012 Baldrige Regional Conferences will take place on September 14 at the Embassy Suites Hotel on the River in Des Moines, IA, and September 28 at the DoubleTree Resort by Hilton Paradise Valley in Scottsdale, AZ. Preconference workshops will be held the afternoon before each Regional. The Arizona Quality Alliance, the Iowa Quality Center, the Alliance for Performance Excellence, and the Foundation for the Malcolm Baldrige National Quality Award are cosponsoring the conferences. The conferences will feature plenary session presentations by senior leaders of the 2011 Baldrige Award recipients—Concordia Publishing House, Henry Ford Health System, Schneck Medical Center, and Southcentral Foundation—as well as concurrent sessions featuring current and former Baldrige Award recipients. Alan Willits, president of Cargill Corn Milling, will be the closing speaker in Des Moines, and Kay Eggleston, president of Richland College, will be the closing speaker in Scottsdale.

Sponsorship opportunities will be available. Visit our [Web site](#) for more information and links to conference and hotel reservations.

## **Baldrige on the Road**

The Baldrige Program recently exhibited at the conferences of the following organizations: National Conference on Education (American Association of School Administrators), ASQ’s Conference on Quality in the Space and Defense Industries, the Congress on Healthcare Leadership (American College of Healthcare Executives), the National School Boards Association Annual Conference, the World Conference on Quality and Improvement (American Society for Quality), and the American Society for Training and Development’s International Conference and Expo. We’ve been delighted to have been joined at several of these conferences by our partners from the Alliance for Performance Excellence.

This summer and fall, we have participated or will be participating in the following events:

- June 4–8, Hampton: Hampton Ministers Conference
- June 15, Baltimore: Association of Collegiate Business Schools and Programs Conference
- September 20–23, Tampa: National Association of Healthcare Quality’s Education Conference
- October 15–19, Chicago: Association for Manufacturing Excellence International Conference

- December 9–12, Orlando: Institute for Healthcare Improvement’s National Forum on Quality Improvement in Health Care

We hope to see you at one of these events. For more information, contact Barbara Fischer at [barbara.fischer@nist.gov](mailto:barbara.fischer@nist.gov) or (301) 975-8942.

### **Baldrige Diplomats: Sharing News and Views**

In an effort to better listen to the voice of the customer and leverage Baldrige community members who are active in social media, the program has “deputized” diplomats, who receive biweekly e-mails with Baldrige news updates, with requests for sharing this news with others as well as reporting back what they are hearing about the Baldrige Enterprise.

Diplomats who are active in social media have helped spread Baldrige news through Twitter, Facebook, LinkedIn, and other networks, as well as through their comments in online journals and communities. Diplomats also have helped the Baldrige Enterprise learn about the perspectives of state organizations, and those messages have been shared with the Alliance for Performance Excellence and other Enterprise partners.

We truly appreciate these diplomats’ spreading of Baldrige news and sharing of perceptions on what the community wants to hear. If you are interested in helping us grow our social media presence and learn more about community perceptions, contact Dawn Bailey ([dawn.bailey@nist.gov](mailto:dawn.bailey@nist.gov)), Mary Eastman ([mary.eastman@nist.gov](mailto:mary.eastman@nist.gov)), or Christine Schaefer ([christine.schaefer@nist.gov](mailto:christine.schaefer@nist.gov)).

## **WEB SITE HIGHLIGHTS**

### **Baldrige Transition Page**

Have you checked out the [Baldrige transition page](#) lately? By now you’ve probably read about the Baldrige Program’s in-process transition to a sustainable enterprise model and how the Baldrige Enterprise creates value. Come back regularly—we’re frequently adding new content. The [latest “Baldrige success story,”](#) which chronicles how organizations continue to use the Baldrige Criteria after receiving the award, focuses on 2007 award recipient U.S. Army Armament Research, Development and Engineering Center (ARDEC).

The Web page also includes new opportunities for “what you can do” and links of possible interest to you. So be sure to take a fresh look, and remember to share the link to [this transition page](#) with others.

### ***Insights* Columns Are a Hit**

Have you been reading the monthly *Insights on the Road to Performance Excellence* columns on our Web site? Baldrige Program Director Harry Hertz’s [Insights column](#) was the most-shared

page on the entire NIST Web site in February and March. It was the second most-shared page for the first quarter of 2012. Check out the [May column on innovation](#).

### Where in the World Are the Criteria?



*Excellence on the line: Baldrige examiner Kathie Sarik poses with the Health Care Criteria at the equator in Ecuador.*



*Married, with Criteria! Newly married Baldrige examiners Kay Kendall and Glenn Bodinson pose with their favorite books during a site visit to Maui, Hawaii. They vowed to meet the requirements of the new [item 3.3 on spousal engagement](#).*

Editor's Note: Kay and Glenn asked friends in the Baldrige examiner community to propose a caption for the following photo of their engagement dinner. We couldn't decide on a winning entry, so we're sharing three alternatives below.



*“We have an approach. It is deployed to all our family members, it is integrated, and we have cycles of learning! No wonder we are perfect for each other!” (Genie Dillon)*

*“Do you, Kay and Glenn, take each other to approach your lives with joy, deploy your love together, learn more and more about each other, as you fully integrate your lives together?” (Paul Grizzell)*

*“I’ll have the category 2, and the lady would like to order item 1.2, with a side of 7.4.” (Joe Muzikowski)*

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