



## Disclosure of Commercial Interests

I have commercial interests in the following organization:

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Barry University, Miami, FL

I am an affiliate Assistant Professor of Clinical Biomedical Science in the Charles E. Schmidt College of Medicine at Florida Atlantic University

I own Access Consulting Services, LLC. A long-term care management excellence company

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ACHCA Convocation & Exposition  
April 21-24, 2018  
Hyatt Regency Orlando, Florida

*Using the AHCA Malcom Baldrige Excellence Framework to Create Organizational Excellence*

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Healthcare Administration  
Barry University  
Miami Shores, FL



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## Why I am I here today?



**We are tired of the battle...tired of being over-regulated and under reimbursed. We are tired of the stigma associated with our noble industry. We need help and we need resources. Please allow me to offer you a FREE resource to help make you a better employee, leader, and administrator...**

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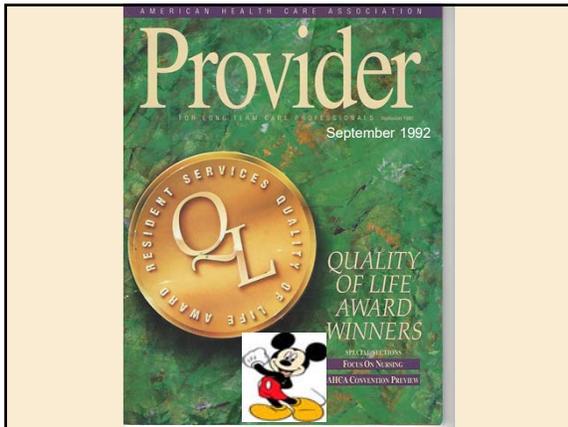
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### What is this Presentation About... and what is it NOT about?



It **IS** about...learning about how you can use a PROCESS to obtain RESULTS and thereby achieve organizational excellence

It is **NOT** about....how to obtain the AHCA National Quality Award...that is a different presentation....

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### What is your "Secret Sauce?"



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### What is your culture?

Your culture will need to be reinforced with management practices that prepare people for *implementing organizational strategies*, INCLUDING THE NEED TO ADAPT TO CHANGE!



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### What is your culture?

Emphasis on *learning and development* will be a critical success factor for healthcare organizations seeking to blend people and technology for high performance!



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## Baldrige at a Glance

Organizations everywhere are looking for ways to effectively and efficiently meet their missions and achieve their visions. Baldrige provides a framework to improve your organization's performance and get sustainable results.

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## Baldrige at a Glance

Health care organizations striving to become facilities of choice need to elicit high performance to operate effectively in an environment undergoing arguably the most significant changes in the history of the industry. Few strategies will be more important than fostering employee learning and development for continuous improvement and adaptation to change.

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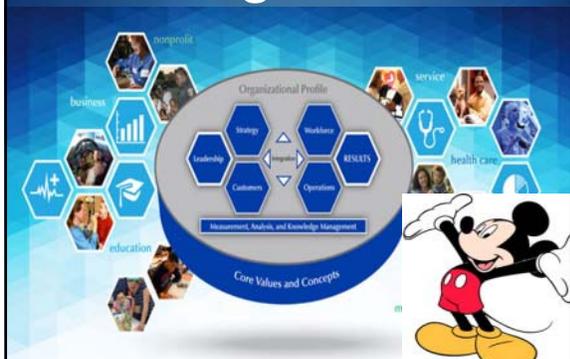
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## The Baldrige Difference



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## The Baldrige Difference



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## What makes Baldrige Different?

*Baldrige helps organizations address a dynamic environment, focus on strategy-driven performance, achieve customer and workforce engagement, and improve governance and ethics, societal responsibilities, competitiveness, and long-term organizational sustainability. It offers you a comprehensive management approach that focuses on results in all areas, organizational and personal learning, and knowledge sharing.*

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## Let's Get Practical... How can we use this to help us?

*Person-Centered Care*  
*Technology Changes*  
*Readmissions Initiatives*  
*Change Management*  
*Regulatory Issues*  
*OAPI*  
*Payment Models*  
*Reimbursement Initiatives*  
*H/R Initiatives*

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## Where to Begin?

*As always, the best place to start is by looking inside...*

**Step 1. Identify the boundaries/scope of the assessment**  
The self-assessment might cover the entire organization, a subunit, a division, or a department.

**Step 2. Select Champions**  
Then select seven champions, one for each category in the Baldrige Excellence Builder or Criteria. These champions each lead a team in preparing responses to the questions in a Criteria Category. If they have not already done so, have the champions prepare an Organizational Profile describing your organization and its challenges.

**Step 3. Select Category teams, and collect data and information to answer the questions**  
The champions select Category teams, and the teams collect information and data in response to the questions in their respective Categories.

**Step 4. Share the answers to the questions among the Category teams**  
In sharing the answers, the Category teams identify common themes.

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## Where to Begin?

*As always, the best place to start is by looking inside...*

**Step 5. Create and communicate an action plan for improvement**  
Each Category team creates and communicates an action plan for improvement based on their answers and organizational priorities. The Self-Analysis Worksheet Word can help your Category teams identify strengths and opportunities, set priorities, and develop action plans.

**Step 6. Evaluate the self-assessment process, and identify possible improvements**  
Senior leaders, champions, and teams evaluate the self-assessment and think about ways to improve it.

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## Where to Begin?

*As always, the best place to start is by looking inside...*

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## Self-Analysis Worksheet

**For Use with Health Care Criteria for Performance Excellence, or Baldrige Excellence Builder:**

Insights gained from external examiners or reviewers are always helpful, but you know your organization. You are in an excellent position to identify your organization's key strengths and key opportunities for improvement (OFIs).

- Complete your responses, or have a team create responses, to the questions in the seven Baldrige Criteria categories found in the Baldrige Excellence Framework booklet or the Baldrige Excellence Builder.
- Identify one or two strengths and one or two OFIs for each Criteria category, and record them on this worksheet.
- For strengths and OFIs of high importance, use the worksheet to create and communicate an action plan for improvement.

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## Self-Analysis Worksheet

Criteria category	Importance high, medium, low	For High-importance Areas			
		Stretch (strength) or improvement (OFI) goal	What action is planned?	By when?	Who is responsible?
<b>1 Leadership</b>					
Strength					
1.					
2.					
OFI					
1.					
2.					
<b>2 Strategy</b>					
Strength					
1.					
2.					
OFI					
1.					
2.					

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## Self-Analysis Worksheet

<b>3 Customers</b>					
Strength					
1.					
2.					
OFI					
1.					
2.					
<b>4 Measurement, Analysis, and Knowledge Management</b>					
Strength					
1.					
2.					
OFI					
1.					
2.					
<b>5 Workforce</b>					
Strength					
1.					
2.					
OFI					

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## Self-Analysis Worksheet

6 Operations				
Strength				
1.				
2.				
Off				
1.				
2.				
7 Results				
Strength				
1.				
2.				
Off				
1.				
2.				

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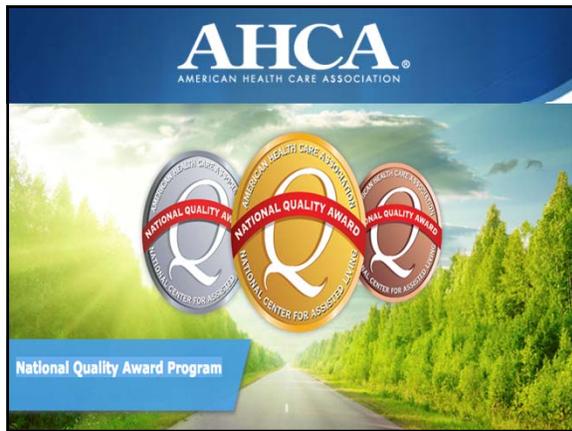
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**BRONZE**  
Commitment to Quality

The first step in the National Quality Award Program is the Bronze - Commitment to Quality Award.

The goal of this award level is to provide applicants with the tools and resources they need for continuous performance improvement. Through the Bronze criteria, based on the Organizational Profile section of the [Baldrige Health Care Criteria for Performance Excellence](#), members will assess their organization's mission, vision, and key factors that lead to success. This will provide a strong foundation for the second step—the [Silver - Achievement in Quality Award](#) level.

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The second step in the National Quality Award Program is the Silver – Achievement in Quality Award. A requirement of the program is to receive a [Bronze – Commitment to Quality Award](#) before applying at the Silver level.

At this level, applicants continue to learn and develop effective approaches that help improve performance and health care outcomes. The Silver guidelines are based on the [Baldrige Health Care Criteria for Performance Excellence](#). In addition to the Organizational Profile, applicants provide a thorough assessment of their systematic approaches and the deployment of these approaches. The Silver program provides a clear pathway for recipients moving to the [Gold – Excellence in Quality Award](#).

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The final step in the program is the Gold – Excellence in Quality Award.

Applicants are required to receive [Bronze – Commitment to Quality](#) and [Silver – Achievement in Quality](#) Awards before applying at the Gold level.

At this level, applicants must show superior performance in areas of the criteria including leadership, strategic planning, and customer and staff satisfaction. Participation in the Gold level allows organizations to take their performance excellence journey to a higher level through their application of the full criteria and the valuable feedback received through the application process. Gold applicants address the [Baldrige Criteria for Performance Excellence in Health Care](#) in its entirety.

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## A Focus on Improvement

- ◆ The *Baldrige Excellence Builder* helps you understand how well you are achieving your goals and objectives:
- ◆ Are your processes consistently effective?
- ◆ Do your approaches address your organization's needs?
- ◆ How good are your results?
- ◆ Is your organization learning, innovating, and improving?

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## Organizational Profile: Organizational Environment

**1) HEALTH CARE SERVICE Offerings:** What are your main HEALTH CARE SERVICE offerings? What is the relative importance of each to your success? What mechanisms do you use to deliver your HEALTH CARE SERVICES?

**2) MISSION, VISION, AND VALUES:** What are your stated MISSION, VISION AND VALUES? What are your organization's CORE COMPETENCIES, and what is their relationship to your MISSION?

**3) WORKFORCE Profile:** What is your WORKFORCE profile? What recent changes have you experienced in WORKFORCE composition or in your needs with regard to your WORKFORCE? What are your WORKFORCE or employee groups and SEGMENTS? What are the educational requirements for the different employee groups and SEGMENTS? What are the KEY drivers that engage your workforce in achieving your MISSION and VISION? What are your organized bargaining units (union representation)? What are your special health and safety requirements?

**4) Assets:** What are your major facilities, technologies, and equipment?

**5) Regulatory Requirements:** What is the regulatory environment under which you operate? What are the KEY applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry standards; and environmental, financial, and HEALTH CARE SERVICE delivery regulations?

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## Organizational Profile P1. Organizational Description/ Organizational Relationship

**1) Organizational Structure:** What is your organizational leadership structure and GOVERNANCE system? What are the reporting relationships among your GOVERNANCE board, SENIOR LEADERS, and parent organization, as appropriate?

**2) PATIENTS/RESIDENTS, Other CUSTOMERS, and STAKEHOLDERS:** What are your KEY market SEGMENTS, PATIENT/RESIDENT and other CUSTOMER groups, and STAKEHOLDER groups, as appropriate? What are their KEY requirements and expectations of your HEALTH CARE SERVICES, PATIENT/RESIDENT and other CUSTOMER support services, and operations? What are the differences in these requirements and expectations among market SEGMENTS, PATIENT/RESIDENT and other CUSTOMER groups, and STAKEHOLDER groups?

**3) Suppliers and PARTNERS:** What are your KEY types of suppliers, PARTNERS, and COLLABORATORS? What role do they play in your WORK SYSTEMS, especially in producing and delivering your KEY HEALTH CARE SERVICES and PATIENT/RESIDENT and other CUSTOMER support services; and in enhancing your competitiveness? What are your KEY mechanisms for two-way communication with suppliers, PARTNERS, and COLLABORATORS? What role, if any, do these organizations play in contributing and implementing INNOVATIONS in your organization? What are your KEY supply-chain requirements?

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## A Systems Perspective

A systems perspective means managing all the parts of your organization as a unified whole to achieve your mission. It means ensuring that your plans, processes, measures, and actions are consistent. And it means ensuring that the individual parts of your organization's management system work together in a fully interconnected, unified, and mutually beneficial manner.

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**1.0 - Leadership**

**1.1 Senior Leadership: How do your senior leaders lead the organization?**

- (1) how do senior leaders set your organization's vision and values?
- (2) how do senior leaders' actions demonstrate their commitment to legal and ethical behavior?
- (3) how do senior leaders communicate with and engage the entire workforce and key customers?
- (4) how do senior leaders' actions create an environment for success now and in the future?
- (5) how do senior leaders create a focus on action that will achieve the organization's mission?

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**1.2 Governance and Societal Responsibilities: How do you govern your organization and fulfill your societal responsibilities?**

- (1) how does your organization ensure responsible governance?
- (2) how do you evaluate the performance of your senior leaders and your governance board?
- (3) how do you address and anticipate legal, regulatory, and community concerns with your products and operations?
- (4) how do you promote and ensure ethical behavior in all interactions?
- (5) how do you consider societal well-being and benefit as part of your strategy and daily operations?
- (6) how do you actively support and strengthen your key communities?

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**2.0 Strategy**

**2.1 Strategy Development**

- (1) how do you conduct your strategic planning?
- (2) how does your strategy development process stimulate and incorporate innovation?
- (3) how do you collect and analyze relevant data and develop information for your strategic planning process?
- (4) how do you decide which key processes will be accomplished by your workforce and which by external suppliers and partners?
- (5) What are your organization's key strategic objectives and timetable for achieving them?
- (6) how do your strategic objectives achieve appropriate balance among varying and potentially competing organizational needs?

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## 2.2 Strategy Implementation

How do you implement your strategy?

- (1) What are your key short- and longer-term action plans?
- (2) how do you deploy your action plans?
- (3) how do you ensure that financial and other resources are available to support the achievement of your action plans while you meet current obligations?
- (4) What are your key workforce plans to support your short- and longer-term strategic objectives and action plans?
- (5) What key performance measures or indicators do you use to track the achievement and effectiveness of your action plans?
- (6) For these key performance measures or indicators, what are your performance projections for your short- and longer-term planning horizons?
- (7) how do you establish and implement modified action plans if circumstances require a shift in plans and rapid execution of new plans?

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## 3.0 Customers

### 3.1 – Voice of the Customer

How do you obtain information from your stakeholders?

- (1) how do you listen to, interact with, and observe customers to obtain actionable information?
- (2) how do you listen to potential customers to obtain actionable information?
- (3) how do you determine customer satisfaction, dissatisfaction, and engagement?
- (4) how do you obtain information on customers' satisfaction with your organization relative to other organizations?

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### 3.2 Customer Engagement

How do you engage your residents and their families by serving their needs and building relationships?

- (1) how do you determine product offerings?
- (2) how do you enable customers to seek information and support?
- (3) how do you determine your customer groups and market segments?
- (4) how do you build and manage customer relationships?
- (5) how do you manage customer complaints?

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**4.0 Measurement, Analysis, and Knowledge Management**  
4.1 Measurement, Analysis, and Improvement of Organizational Performance

- (1) how do you track data and information on daily operations and overall organizational performance?
- (2) how do you select comparative data and information to support fact-based decision making?
- (3) how do you select voice-of-the-customer and market data and information?
- (4) how do you ensure that your performance measurement system can respond to rapid or unexpected organizational or external changes?
- (5) how do you review your organization's performance and capabilities?
- (6) how do you project your organization's future performance?
- (7) how do you use findings from performance reviews (addressed in question 5) to develop priorities for continuous improvement and opportunities for innovation?

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**4.2 Information Knowledge Management:**  
How Do you manage your information and your organizational knowledge assets?

- (1) how do you verify and ensure the quality of organizational data and information?
- (2) how do you ensure the availability of organizational data and information?
- (3) how do you build and manage organizational knowledge?
- (4) how do you share best practices in your organization?
- (5) how do you use your knowledge and resources to embed learning in the way your organization operates?

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**5.0 – Workforce**  
**5.1 – Workforce Environment**  
How do you build an effective and supportive workforce environment?

- (1) how do you assess your workforce capability and capacity needs?
- (2) how do you recruit, hire, place, and retain new workforce members?
- (3) how do you prepare your workforce for changing capability and capacity needs?
- (4) how do you organize and manage your workforce?
- (5) how do you ensure workplace health, security, and accessibility for the workforce?
- (6) how do you support your workforce via services, benefits, and policies?

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**5.2 – Workforce Engagement:**  
How do you engage your workforce to achieve a high-performance environment?

- (1) how do you foster an organizational culture that is characterized by open communication, high performance, and an engaged workforce?
- (2) how do you determine the key drivers of workforce engagement?
- (3) how do you assess workforce engagement?
- (4) how does your workforce performance management system support high performance and workforce engagement?
- (5) how does your learning and development system support the organization's needs and the personal development of your workforce members, managers, and leaders?
- (6) how do you evaluate the effectiveness and efficiency of your learning and development system?
- (7) how do you manage career progression for your workforce and your future leaders?

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**6.0 – Operations**  
**6.1 – Work Processes:**  
How do you design, manage, and improve your key products and work processes?

- (1) how do you determine key product and work process requirements?
- (2) What are your organization's key work processes?
- (3) how do you design your products and work processes to meet requirements?
- (4) how does your day-to-day operation of work processes ensure that they meet key process requirements?
- (5) how do you determine your key support processes?
- (6) how do you improve your work processes to improve products and performance, enhance your core competencies, and reduce variability?
- (7) how do you manage your supply chain?
- (8) how do you pursue your opportunities for innovation?

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**6.2 Operational Effectiveness:**  
How do you ensure effective management of your operations?

- (1) how do you control the overall costs of your operations?
- (2) how do you ensure the reliability of your information systems?
- (3) how do you ensure the security and cybersecurity of sensitive or privileged data and information?
- (4) how do you provide a safe operating environment?
- (5) how do you ensure that your organization is prepared for disasters or emergencies?

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## Evaluation of Processes (ADLI)

The process *Scoring Guidelines* consider four dimensions:

**Approach: How do you accomplish your organization's work? How effective are your key approaches?** The effectiveness of policies, procedures and methods used to accomplish the required (tasks) processes

**Deployment: How Consistently are your key approached used in relevant parts of your organization?** The extent to which the approach is applied consistently and used by all appropriate personnel on the unit/floor/wing/facility/organization

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## Evaluation of Processes (ADLI)

**Learning: How well have you evaluated and improved your key approaches? Have improvements been shared within your organization? Has new knowledge let to innovation?** Refining the approach through cycles of evaluation and improvement leading to innovation, i.e. evaluation and feedback

**Implementation/Integration: How do your approaches align to your current and future organization needs?** The extent to which the approach is aligned with other appropriate elements of the performance excellence system. How well is the methodology being implemented in the unit?

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PROCESS SCORING GUIDELINES (For Use With Categories 1-6)	
Score	PROCESS
0% or 5%	<ul style="list-style-type: none"> <li>No systematic approach to Item requirements is evident; information is anecdotal. (A)</li> <li>Little or no deployment of any systematic approach is evident. (D)</li> <li>An improvement orientation is not evident; improvement is achieved through reacting to problems. (L)</li> <li>No organizational alignment is evident; individual areas or work units operate independently. (I)</li> </ul>
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> <li>The <b>beginning of a systematic approach to the basic requirements</b> of the Item is evident. (A)</li> <li>The approach is in the early stages of deployment in most areas or work units, inhibiting progress in achieving the basic requirements of the Item. (D)</li> <li>Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L)</li> <li>The approach is aligned with other areas or work units largely through joint problem solving. (I)</li> </ul>
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> <li>An <b>effective, systematic approach, responsive to the basic requirements</b> of the Item, is evident. (A)</li> <li>The approach is deployed, although some areas or work units are in early stages of deployment. (D)</li> <li>The beginning of a systematic approach to evaluation and improvement of key processes is evident. (L)</li> <li>The approach is in <b>early stages of alignment</b> with <b>basic</b> organizational needs identified in response to the Organizational Profile and other Process Items. (I)</li> </ul>

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**Key Scoring Terms—Continued**

- **Innovation** —Making meaningful change to improve health care services, processes, or organizational effectiveness and create new value for stakeholders. Innovation involves adopting an idea, process, technology, product, or business model that is either new or new to its proposed application. The outcome of innovation is a discontinuous or breakthrough change in results, services, or processes. Innovation benefits from a supportive environment, a process for identifying strategic opportunities, and a willingness to pursue intelligent risks.
- Successful organizational innovation is a multistep process of development and knowledge sharing, a decision to implement, implementation, evaluation, and learning. Although innovation is often associated with health care research and technological innovation, it is applicable to all key organizational processes that can benefit from change through innovation, whether breakthrough improvement or a change in approach or outputs. Innovation could include fundamental changes in an organization's structure or business model to accomplish work more effectively or improve critical pathways and practice guidelines, facility design, the administration of medications, the organization of work, or alternative therapies.

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**HEALTH CARE RESULT.**

A health care result is a measure of a specific clinical factor, either negative or positive, which is typically measured and expressed in terms of frequency of occurrence or prevalence of condition within a population.

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**7.0 Results**  
**7.1 Healthcare & Process Results**

- ◆ 7.1a Provide the following three (3) required **KEY HEALTH CARE RESULTS** over appropriate time frames. Include appropriate comparative data.
- ◆ 30-day Readmission or Hospitalization Rates
- ◆ Antipsychotic Rates
- ◆ Five-Star Quality Measure Rating

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7.1 (b)

Provide additional KEY process effectiveness RESULTS for your organization. These may include examples of increased process efficiency, timeliness, error reduction, or others. (Examples include med pass error rates, falls, call light response time, etc.)

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7.2 Key Customer Performance Results

Provide the following required KEY PATIENT/RESIDENT- and CUSTOMER RESULTS for PATIENT/RESIDENT and CUSTOMER satisfaction and ENGAGEMENT over appropriate time frames. Include appropriate COMPARATIVE DATA.

Overall Customer Satisfaction

or

Customer Willingness to Recommend

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7.3 Key Workforce Performance Results

Provide the following two (2) required KEY WORKFORCE RESULTS over appropriate time frames. Include appropriate COMPARATIVE DATA.

\*Staff Turnover/Retention (staff stability)

\*Five-Star – Staffing Measure Rating

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### 7.4 Key Senior Leadership & Governance Results

Provide the two (2) following required senior leadership and GOVERNANCE RESULTS over appropriate time frames. Include appropriate COMPARATIVE DATA.

- \*Five-Star Overall Rating
- \*Five-Star Survey Measure Rating

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### 7.5 Key Financial Viability Results

Provide KEY financial and KEY market PERFORMANCE RESULT(S) over appropriate time frames. Include appropriate COMPARATIVE DATA.

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### ALIGNMENT

A state of consistency among plans, processes, information, resource decisions, workforce capability and capacity, actions, results, and analyses that support key organization-wide goals.

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Specific Results that are examined at the Silver Level:

1. 30-Day Hospital Readmissions or Hospitalizations
2. Antipsychotic Rate
3. Five-Star Quality Measure Rating
4. Overall Customer Satisfaction
5. Staff Turnover/Retention
6. Five-Star – Staffing Measure Rating
7. Five-Star Overall Rating
8. Five-Star – Survey Measure Rating
9. An appropriate measure for Financial/Market Results

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### Key Scoring Terms - Results

- ◆ **Levels**—The term “Levels” as it applies to Results scoring, refers to your current level of performance. The term “levels” refers to numerical information that places or positions an organization’s results and performance on a meaningful measurement scale. Performance levels permit evaluation relative to past performance, projections, goals, and appropriate comparisons.
- ◆ **Trends**—The term “Trends” as it applies to Results scoring, refers to numerical information that shows the direction and rate of change for an organization’s results or the consistency of its performance over time. Trends provide a time sequence of organizational performance. A minimum of three historical (not projected) data points is needed to ascertain a trend.
  - ◆ An adequate time period for a trend is often determined by the cycle time of the process being measured. Shorter cycle times demand more frequent measurement, while longer cycle times might require longer time periods before meaningful trends can be determined.

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### Key Scoring Terms - Results

- **Comparisons**—The term “Comparisons” as it applies to Results scoring, refers to your performance relative to appropriate (i.e., relevant) comparisons, such as competitors or organizations similar to yours; as well as benchmarks or industry leaders. In most cases, appropriate comparison data are needed to determine the “goodness” of the applicant’s performance outcomes.

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## Importance (Integration)

- ◆ The Scoring Guidelines rate Results on the extent of "Integration," which is also used in Process Scoring and may tend to confuse Evaluators.
- ◆ Consider using the term "Importance" rather than "Integration",
- ◆ Results that show improved trends and high levels of performance are irrelevant unless the data address **important** customer, product and service, market, process, and action plan performance requirements.
- ◆ **Important** results are often identified in the Organizational Profile and in Process Items. **Important** results often support organization-wide goals.
- ◆ Unimportant, irrelevant results should be given no credit, either positive or negative.

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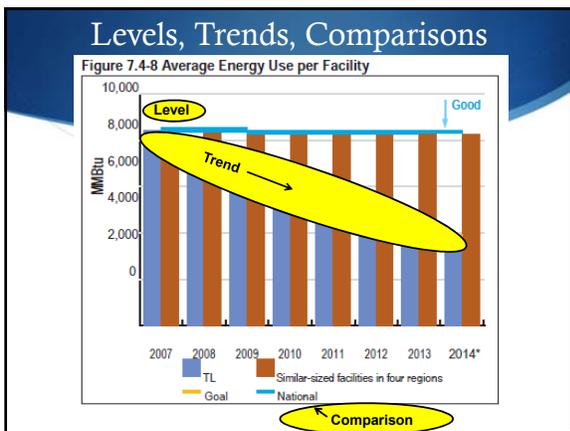
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Scoring Guidelines – Performance Excellence Criteria 2013/2014				
Category 7 — Results				
	Level	Trends	Comparisons	(aka) Importance Integration
SCORE	Are results reported?	Are results trends reported?	Are comparative data reported?	Are key organizational performance requirements addressed?
0% or 5%	There are no organizational performance results or the results reported are poor.	Trend data are either not reported or show mainly adverse trends.	Comparative information is not reported.	Results are not reported for any areas of importance to the accomplishment of your organization's mission.
10% to 25%	A few organizational performance results are reported responsive to the <b>BASIC REQUIREMENTS</b> of the item, and only good performance levels are evident.	Some trend data are reported, with some adverse trends evident.	Little or no comparative information is reported.	Results are reported for a few areas of importance to the accomplishment of your organization's mission.
30% to 45%	Good organizational performance levels are reported responsive to the <b>BASIC REQUIREMENTS</b> of the item.	Some trend data are reported, and a majority of the trends reported are beneficial.	Early stages of obtaining comparative information are evident.	Results are reported for many areas of importance to the accomplishment of your organization's mission.
50% to 65%	Good organizational performance levels are reported responsive to the <b>OVERALL REQUIREMENTS</b> of the item.	Beneficial trends are evident in areas of importance to the accomplishment of your organization's mission.	Some current performance levels have been evaluated against relevant comparisons and/or benchmarks and show areas of good relative performance.	Organizational performance results are reported for most key customer, market, process and process requirements.
70% to 85%	Good to excellent organizational performance levels are reported responsive to the <b>MULTIPLE REQUIREMENTS</b> of the item.	Beneficial trends have been sustained over time in all areas of importance to the accomplishment of your organization's mission.	Many to most trends and current performance levels have been evaluated against relevant comparisons and/or benchmarks and show areas of leadership and very good relative performance.	Organizational performance results are reported for most key customer, market, process and action plan requirements.
90% to 100%	Excellent organizational performance levels are reported that are fully responsive to the <b>MULTIPLE REQUIREMENTS</b> of the item.	Beneficial trends have been sustained over time in all areas of importance to the accomplishment of your organization's mission.	Evidence of industry and benchmark leadership is demonstrated in many areas.	Organizational performance results and projections are reported for most key customer, market, process, and action plan requirements.

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### Moving Towards Sustainability: How

“The world’s top-performing organizations understand that **employee engagement** is a force that drives performance outcomes.

In the best organizations, engagement is more than a human resources initiative—it is a strategic foundation for the way they do business.”

– Gallup

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### Moving Towards Sustainability: How? Root Cause Analysis!

If a tool isn't being utilized, try doing a root cause analysis using the 5 Whys approach:

Q. Why don't the QI Reviews get done?

A. The ADON cannot find the time to do it

Q. Why can't she find the time to do it?

A. She is also in charge of the UTI project

Q. Why is she in charge of two projects?

A. The staff educator was in charge of the UTI project but is out on medical leave

Q. Why didn't the UTI project get reassigned to someone else?

A. There is nobody else to do it

Q. Why isn't there anyone else to do it?

A. Because the DON is doing the antipsychotic initiative, the ED is on the Care Transitions team at the hospital and the MDS Coordinator is working on the new EMR project

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### Moving Towards Sustainability: How? Root Cause Analysis!

→ Solution is developed that is related to the cause of the problem and more likely to result in sustained change and less likely to cause ongoing poor performance and frustration



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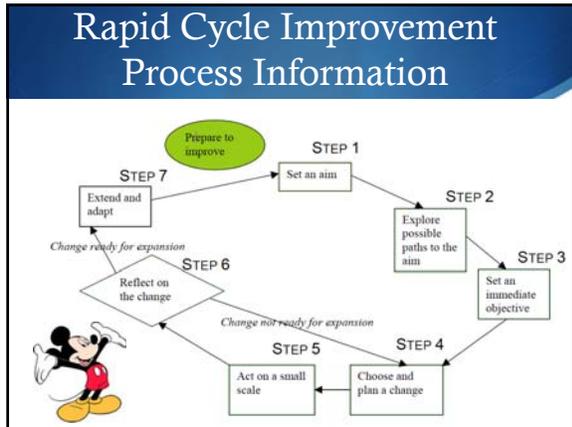
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Has any long-term care facility done it?

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### Time for Questions

Time for Questions

WHO  
WHICH  
WHOM  
WHAT  
WHERE  
WHY

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