



All About Results: Using the Baldrige Framework to Create a Healthier Hospital

Great patient outcomes, improved efficiency, an engaged workforce and market leadership. For a health care leader, what could be better? These characteristics are typical of Baldrige-worthy healthcare organizations, but what's the formula for achieving that kind of success in today's challenging and ever-changing environment?

It's no secret that healthcare leaders are facing unprecedented pressure from patients, the community, and payers to perform at higher levels under new reimbursement mechanisms, with increasing scrutiny in a tightening regulatory environment. Even so, Baldrige healthcare recipients and organizations using the award criteria for continuous improvement are demonstrably safer and more efficient than others and provide a better patient experience.

"Baldrige" is shorthand for the Malcolm Baldrige Performance Excellence Program, its criteria, and its allied programs at the state level offering evaluation, consultation and recognition against a set of criteria focused on continuous improvement. Named after Malcolm Baldrige, the 26th Secretary of Commerce, the Baldrige Award was established in 1987 to enhance the competitiveness and performance of U.S. businesses. Since 1988, more than 100 organizations have received the award, including Oklahoma organizations MESA, Bama, and Jenks Public Schools.

Originally given only to manufacturers, small businesses and service companies, the award program was broadened in 1998 to include education and health care. Since 2005, health care organizations have accounted for more than 50 percent of Baldrige applicants. The Oklahoma Quality Foundation (OQF) is Oklahoma's Baldrige partner, and healthcare is well represented in our state with award recipients including INTEGRIS Health, St. Anthony Hospital, and Bone and Joint Hospital.

Studies by Truven Healthcare and others have repeatedly linked application of the Baldrige criteria with organizational excellence in healthcare. Baldrige recipients and applicants are well represented in Truven's annual list of "100 Top Hospitals," leading their peers in demonstrating high-quality patient outcomes while improving efficiency. In a recent analysis, Truven stated that if all Medicare inpatients received the same level of care as those treated in the award-winning facilities, the following would be possible:

- More than 165,000 additional lives could be saved.
- Nearly 90,000 additional patients could be complication-free.
- \$5.4 billion could be saved.
- The average patient stay would decrease by nearly half a day.

Other recent studies link organizations using the Baldrige criteria with high reliability and superior patient experience. In research recently published in the Journal of Healthcare Management, healthcare Baldrige recipients were found to excel in patient satisfaction versus other reporting hospitals, and demonstrated clear superiority in the summary

measures of “highly satisfied,” and “would recommend.” Patient safety results were found to be significantly better than the national average in the same study.

The Baldrige criteria are the heart of the program, and the American Hospital Association (AHA) is so convinced of the program’s value to healthcare that it was a lead sponsor of the 2015-2016 Baldrige Healthcare Criteria and is pursuing a Baldrige journey of its own. “The AHA has begun its Baldrige journey and is implementing strategies that have advanced organizational excellence, innovation and effectiveness,” said AHA President and CEO Rich Umbdenstock. “Through this partnership . . . , the AHA can better help hospitals and other providers with tools and resources as they continue to improve quality and reduce costs.

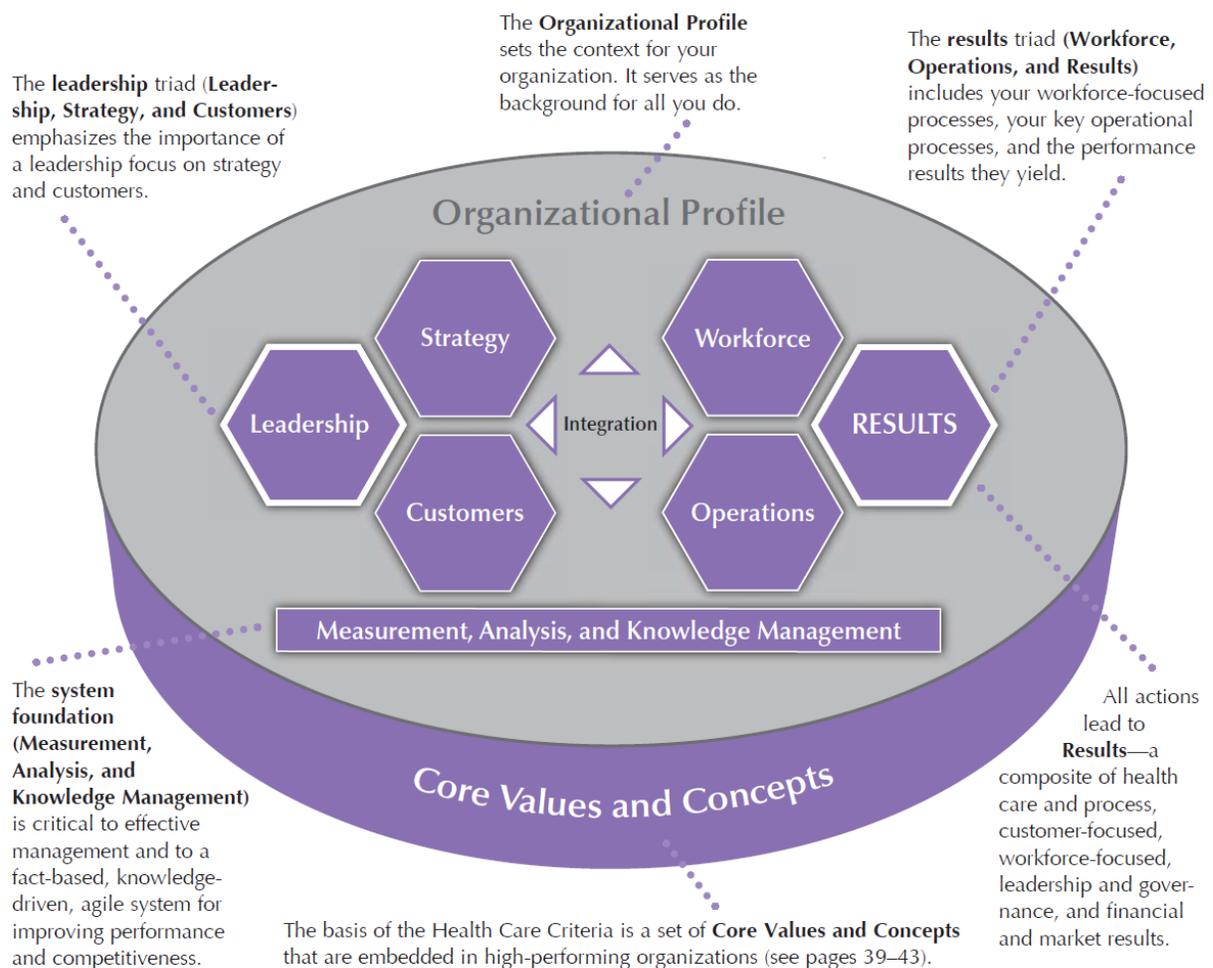


Figure 1 Baldrige Criteria for Performance Excellence Categories and Structure

Seven categories comprise the criteria (a set of questions that focus on improving results and building alignment across the organization): Leadership; strategic planning; customer focus; measurement, analysis and knowledge management; workforce focus; and results. The core values represented by the criteria encompass a visionary leader-



ship, patient-focused excellence, valuing people, organizational learning and agility, and delivering value and results.

The Baldrige framework helps organizations assess and improve their processes along the four dimensions: approach, deployment, learning and integration. The framework also leads organizations to examine results from three viewpoints: the external view (*How do your patients, other customers, and other stakeholders view you?*), the internal view (*How efficient and effective are your operations?*), and the future view (*Is your organization learning and growing?*) and along four dimensions: Levels, trends, comparisons, and integration.

At both the state and national levels, the journey starts with responding to the criteria in a written application. Sometimes, getting started is the hardest part, so the Oklahoma Quality Foundation has developed an On Boarding option for organizations wanting to try it out. This approach is designed to help potential role model organizations get started on their Journey to Excellence with a strong foundation underneath them as they continue on that Journey.

The OnBoarding option involves the following steps:

- Step 1: A professional coach will work with your team to further explain the Baldrige Excellence Framework, help draft a five-page Organizational Profile, and identify key results that your organization is focused on achieving.
- Step 2: Your professional coach will work with your team to draft an outline to get you started on developing a 25-page abbreviated application to address the overall level of the Baldrige Excellence Framework, identifying your organization's major approaches and related results that address the Framework.
- Step 3: Once the 25-page application is completed (there is no time limit), a team of trained examiners will provide written feedback with relevant strengths and opportunities for improvement to reach the next level of maturity on the Journey to Excellence.

Successful completion of the OnBoarding option qualifies your organization for recognition at the November Awards Luncheon at the "Journey to Excellence" or "Pursuit of Excellence" level.

Healthcare organizations may feel they are already "surveyed to death," and we understand that. This is not about adherence to a prescriptive set of external requirements, it's about assessing your organization against criteria which help you focus on what's uniquely important to your success. It's a more global approach than meeting regulatory or accreditation requirements and integrates fully with other standards and improvement methodologies, including Joint Commission accreditation, Magnet status, and Institute for Healthcare Improvement initiatives.

Get Started! The Oklahoma Quality Foundation is ready to help you begin your Journey to Excellence. Contact us today to discuss taking the first steps.



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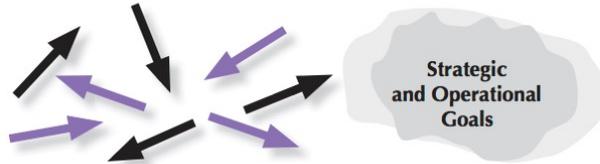
Author: Susan Dragoo, 2/10/16

Journey to Excellence - Stages of Maturity

Steps toward Mature Processes

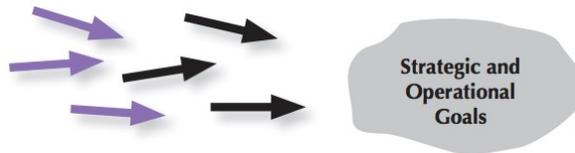
An Aid for Assessing and Scoring Process Items

Reacting to Problems (0–25%)



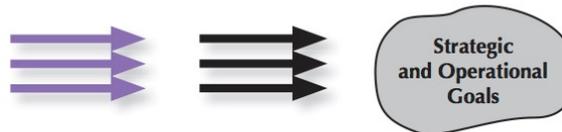
Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.

Early Systematic Approaches (30–45%)



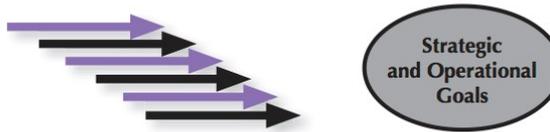
The organization is beginning to carry out operations with repeatable processes, evaluation, and improvement, and there is some early coordination among organizational units. Strategy and quantitative goals are being defined.

Aligned Approaches (50–65%)



Operations are characterized by repeatable processes that are regularly evaluated for improvement. Learnings are shared, and there is coordination among organizational units. Processes address key strategies and goals.

Integrated Approaches (70–100%)



Operations are characterized by repeatable processes that are regularly evaluated for change and improvement in collaboration with other affected units. The organization seeks and achieves efficiencies across units through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.

The Baldrige process helps organizations move from the early stages of process maturity, or “fire fighting,” to the stage of full integration in which the entire organization is aligned around a clear set of strategic and operational goals.