

# The Baldrige Framework & The Communities of Excellence Framework

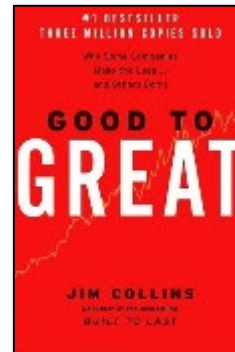
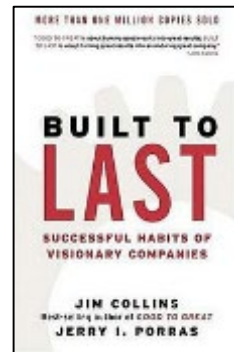
September 2019

# What is the Malcolm Baldrige National Quality Award?



- The Baldrige Award is given by the **President of the United States** to businesses—manufacturing and service, small and large—and to education, health care and nonprofit organizations that apply and are judged to be outstanding in seven areas: leadership; strategic planning; customer and market focus; measurement, analysis, and knowledge management; workforce focus; process management; and results.
- Three awards may be given annually in each of these categories: *manufacturing, service, small business, education, health care and nonprofit.*
- The awards *Criteria for Performance Excellence* establish a framework for integrating total quality principles and practices in any organization.

*“I see the Baldrige process as a powerful set of mechanisms for disciplined people engaged in disciplined thought and taking disciplined action to create great organizations that produce exceptional results.”*



Jim Collins, bestselling author

# History of Baldrige

**Mid-1980s: America needs to focus on quality to compete in global marketplace**

**1987: Malcolm Baldrige National Quality Improvement Act**

**1999: Expanded to Education & Health Care**

**2005: Expanded to Non-profit/Government**

**2017: Cybersecurity Excellence Builder published**

**Congress created the Award Program to:**

- **Identify and recognize role-model businesses**
- **Establish criteria for evaluating improvement efforts**
- **Disseminate and share best practices**



**Malcolm Baldrige  
Secretary of  
Commerce  
1981-1987**

# The Baldrige Enterprise:

- All 50 states have program coverage
- States are part of the **Alliance for Performance Excellence** and partner with **The American Society for Quality (ASQ)** and the **National Baldrige Program (BPEP)**
- Ohio, Indiana & West Virginia's Baldrige-based state program is ***The Partnership for Excellence***



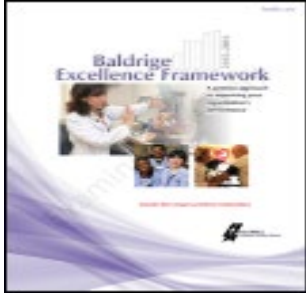
# The Partnership for Excellence

Helping organizations  
see improved results

Ohio \* Indiana \* West Virginia



# Baldrige Model – A Systems Perspective



*Baldrige is a Holistic Management Framework*



ISO, Six Sigma,  
Lean, Balanced  
Scorecard, Strategy  
Maps

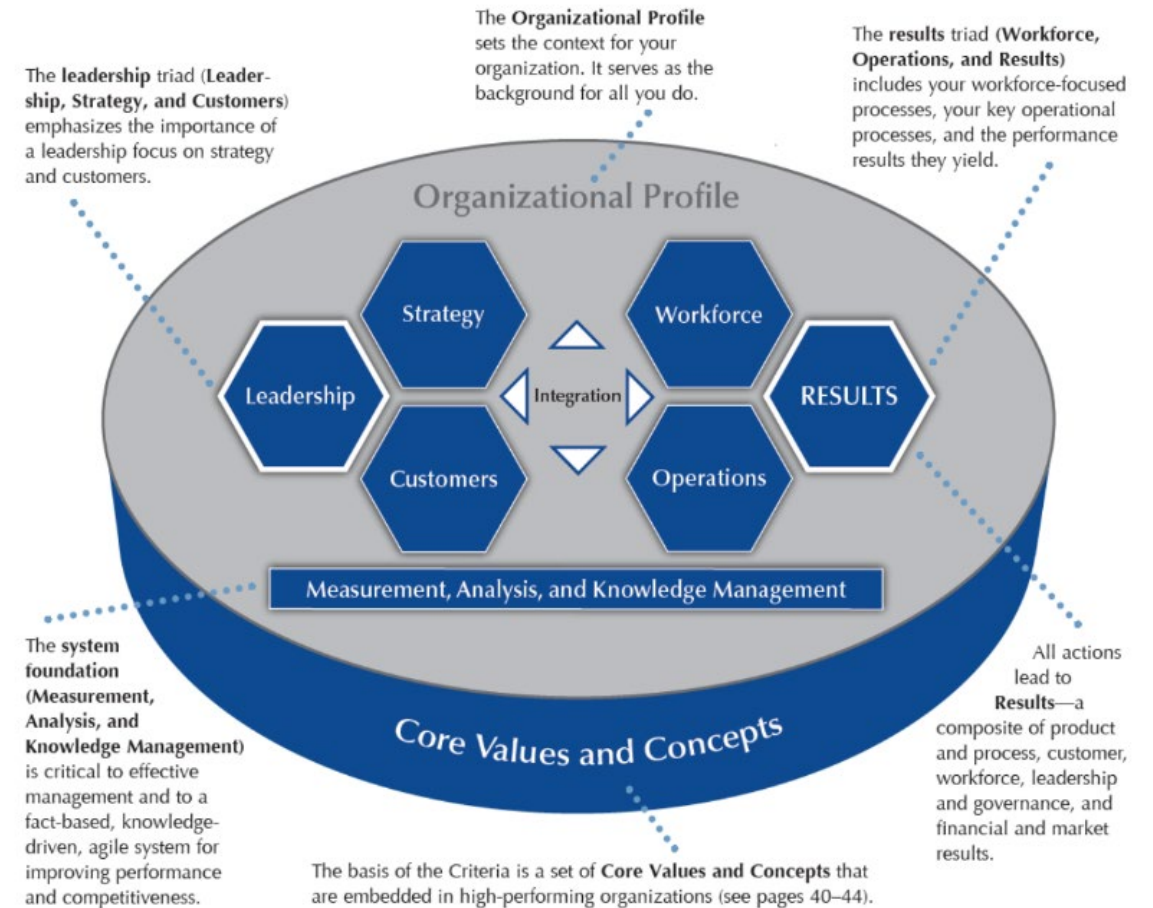
The Baldrige Criteria focus on organizational improvement and systems

Six Sigma & Lean focus on operational improvement and processes

# What is Baldrige all about?

## Improving organizational performance using an objective, cost-effective, third party evaluation...

- Accelerating improvement results
- Gaining an outside perspective
- Focusing on results that matter
- Energizing your workforce
- Learning from the feedback report



# A Disciplined Operational Rhythm

**1** Organizations submit self-assessment answering questions in the Criteria.



**2** Examiners evaluate the assessment using the appropriate Baldrige Excellence Framework.

**3** “Feedback Report” provided with Strengths, Opportunities for Improvement & Key Themes.

**4** Organizations learn from the Feedback Report and Improve.



	ISO	The Joint Commission	Magnet	Lean Six Sigma	Baldrige
Leadership	✓	✓	✓		✓
Strategic Planning			✓		✓
Customer Focus	✓	✓	✓		✓
Knowledge Management	✓	✓	✓		✓
Workforce Focus	✓	✓			✓
Operations	✓	✓	✓	✓	✓
Results			✓		✓
Systems Perspective	✓	✓			✓

# Studies on National Baldrige Recipients: Overall Financial Return

*“Link and Scott\* studied 273 applicants from 2007 to 2010, comparing the benefits they received to the cost of operating the program. The results were a ratio of 820 to 1, and that value did not take into account the benefits associated with use of the framework across the entire U.S. economy.”*

# Studies on National Two-Time Baldrige Recipients

***“For two-time winners of the Baldrige Award, median growth in revenue between awards was 93%, and median growth in jobs was 63%. By comparison, according to the Bureau of Economic Analysis and the Bureau of Labor Statistics, average growth in jobs was 3.5% for a matched set of industries and time period for each recipient.”***

# TPE Organizational Assessment Levels

***Becoming an applicant is a long-term commitment to performance excellence ...***

## Two levels of application

1. Advising & Partnering Program
2. Examining (Full Application)

***At both levels your organization receives feedback and recognition to improve your organization and build & sustain momentum!***

# TPE Examining Level (*Full Application*)

## Traditional “Baldrige-based” 50 page Application

- Independent review by trained examiners
- Consensus review by trained examiners
- *Site Visit (3 days) by examiner team*
- Award recommendation by Panel of Judges
- Review/decision on award by Board of Trustees

### Awards Presented

- **Platinum – Governor’s Award**  
*(Presented by the Governor of each state)*
- **Gold – Achievement of Excellence**
- **Silver – Commitment to Excellence**
- **Bronze – Pledge to Excellence**

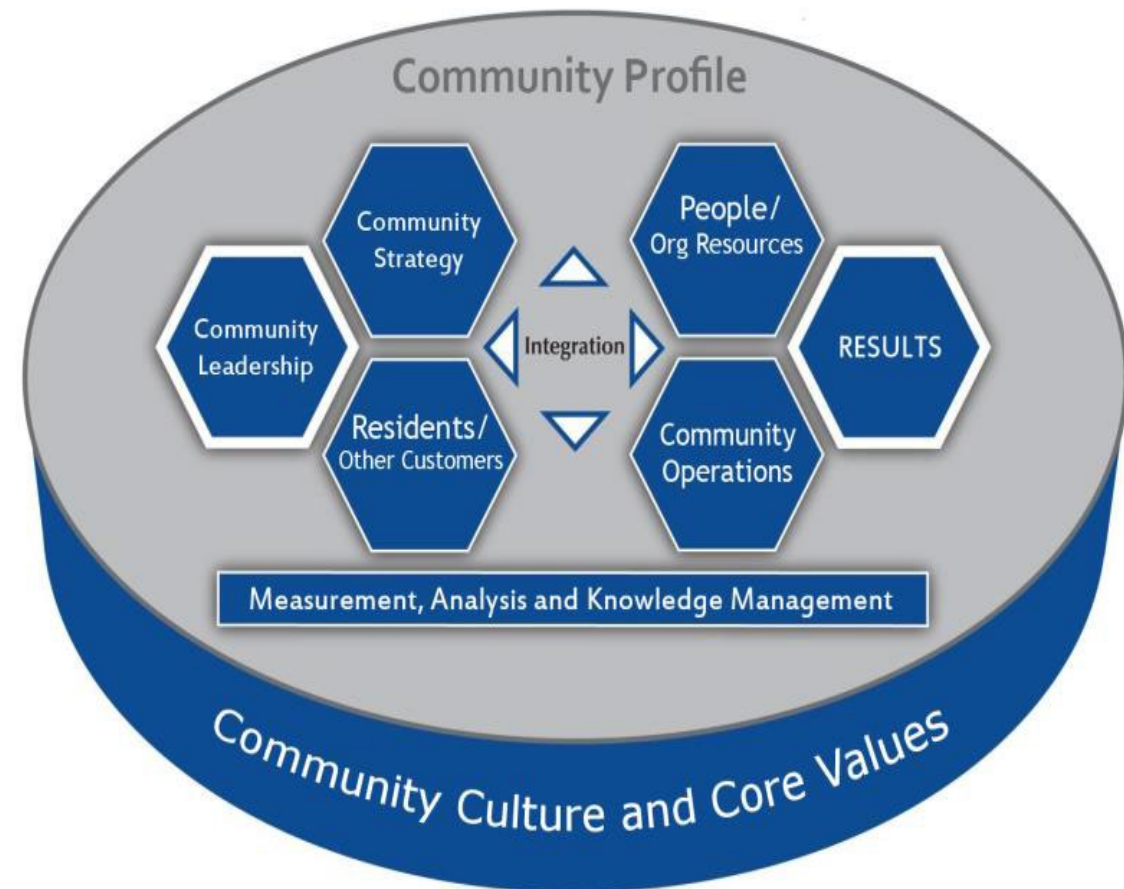
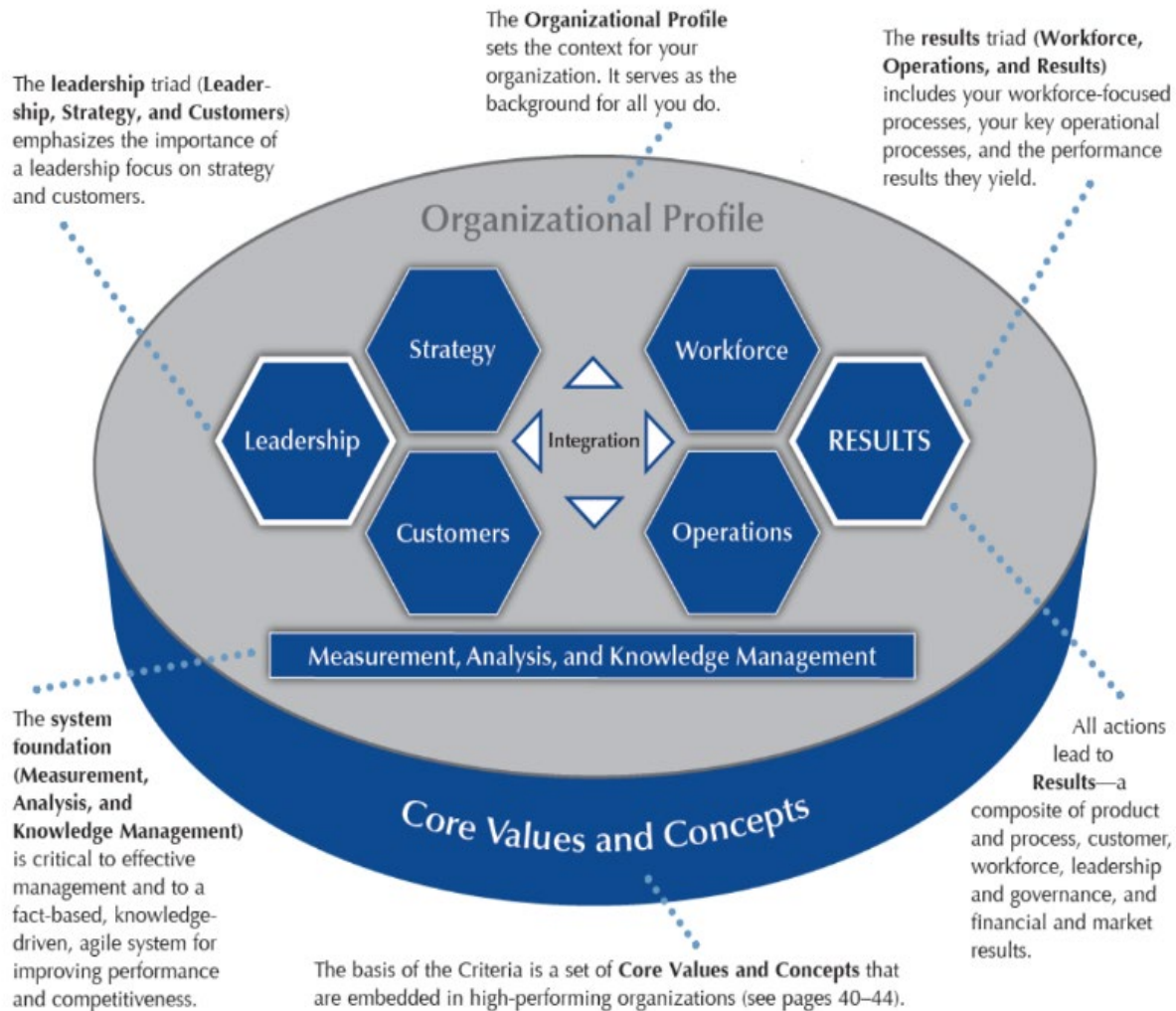


Managed Healthcare Services, Lilly USA  
Indianapolis, IN  
2018 Platinum Governor's Award



ProMedica Memorial Hospital  
Fremont, OH  
2018 Platinum Governor's Award





# **communities** of excellence 2026

*Journey to Community Excellence  
Assessment and Recognition Program*



# **communities** of excellence 2026

## **Mission**

Improve the quality of life for our nation's residents by assisting communities in implementing the Baldrige-based Communities of Excellence Framework.

# **communities** of excellence 2026

## Hypothesis

That a framework proven to drive performance excellence in *companies and organizations* – the Baldrige Framework - can be modified to achieve performance excellence in **communities** to benefit the health and wellbeing of all residents. Primary focus on:

Education  
Health  
Economic Vitality  
Safety



# **communities** of excellence 2026

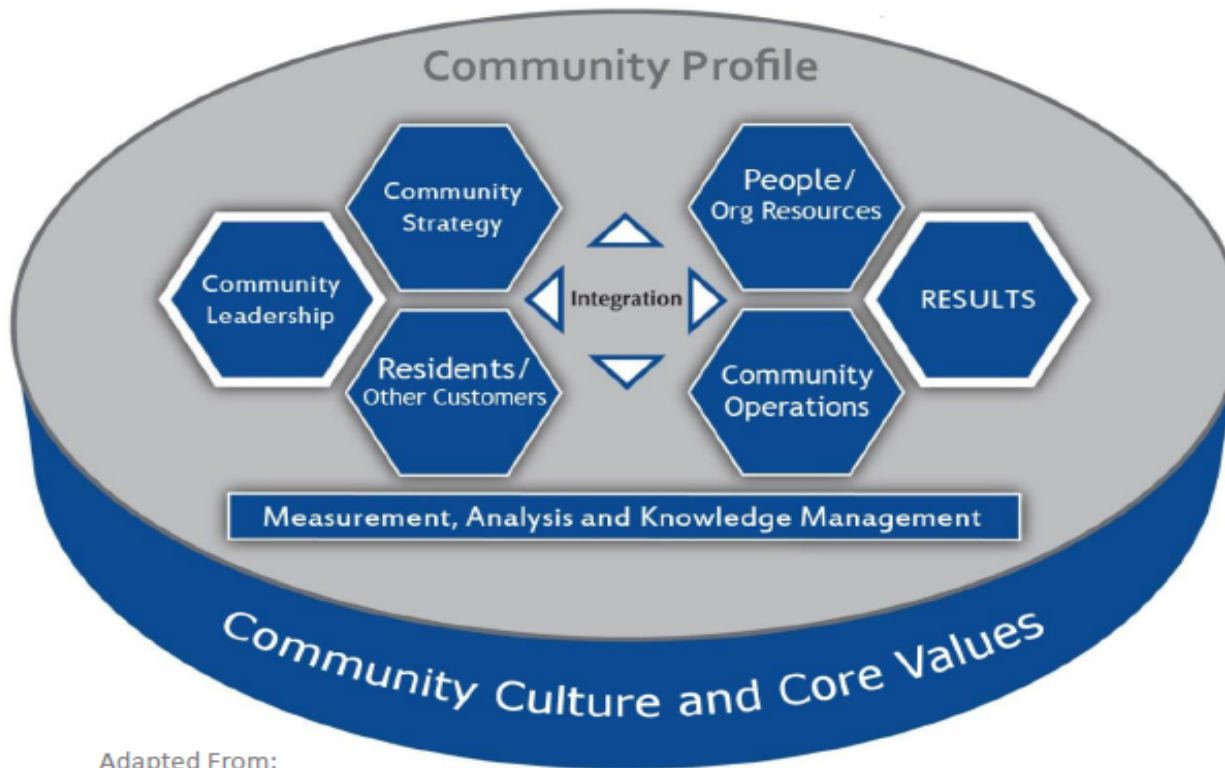
## **Timeline**

- Began in 2010, established as a nonprofit in 2013
- Partnership with Baldrige Program in 2015
- Communities of Excellence Framework Draft Completed in 2016, updated in 2018.
- Began with two pilot communities: San Diego County and 18 Counties of Northwest Missouri
- National Learning Collaborative 2017/18 and 2018/19
- 2017 and 2018 Recognitions: Commitment Level: 6, Journey Level: 4, COE Level: 0



# communities of excellence 2026

## Communities of Excellence Framework



- Applicable to communities of any size or complexity
- Systematic approach to strengthen a community's efforts
- Aligns strategies and resources of existing community partners
- Benchmarks excellence
- Helps to evaluate performance and assess where improvements are needed
- Encourages resident engagement, communication
- Emphasis on data and knowledge sharing across sectors

Adapted From:

From Baldrige Performance Excellence Program, 2015, *2015–2016 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <http://www.nist.gov/baldrige>.

# **communities** of excellence 2026

## **National Learning Collaborative**

Year-long learning experience for U.S. communities; live webinars and online communication platform; one in-person conference

### **Leadership Structure and Governance**

Diverse, values-driven community excellence groups composed of residents from your community's key sectors, generations, and social and economic groups

### **Community Profile**

Develop a Baldrige-based Community Profile and use it to identify the next steps in your community's excellence journey

### **Community Strategic Planning**

Using information from the Profile, Identify desired community outcomes and develop a Community Strategic Plan focused on these outcomes

# **communities** of excellence 2026

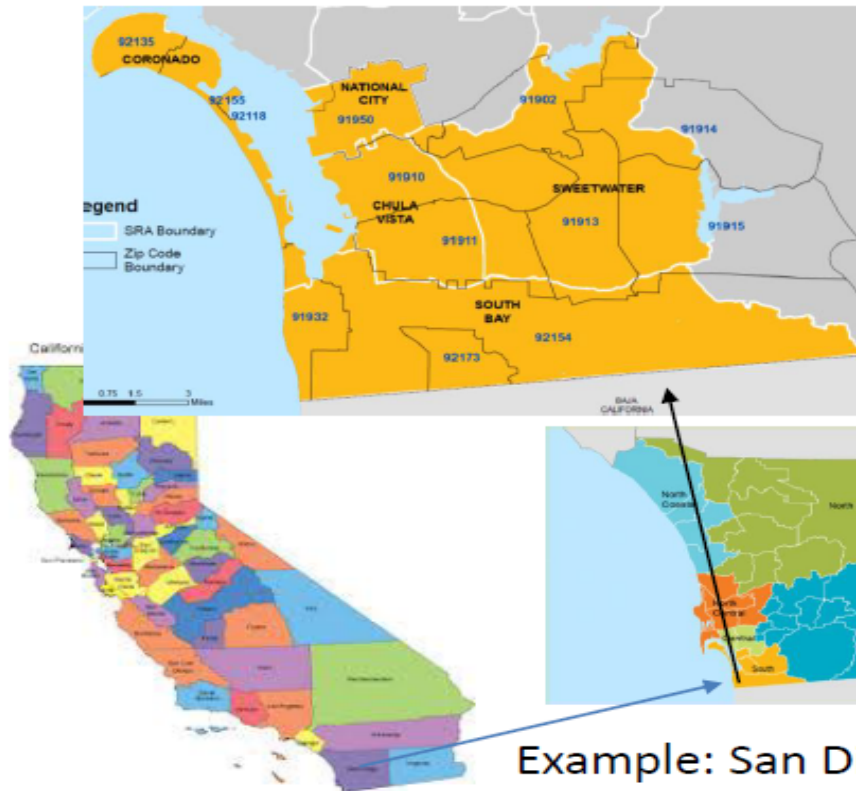


- What is your community, and what is important to it? **Community Profile**
- Where do you want to go? **Vision**
- How will your community prepare for the future? **Community Strategic Planning**
- What are the gaps and how do you as a community engage to prioritize which ones to focus on first, next?
- How will you know when you get there? **Results**

# communities of excellence 2026

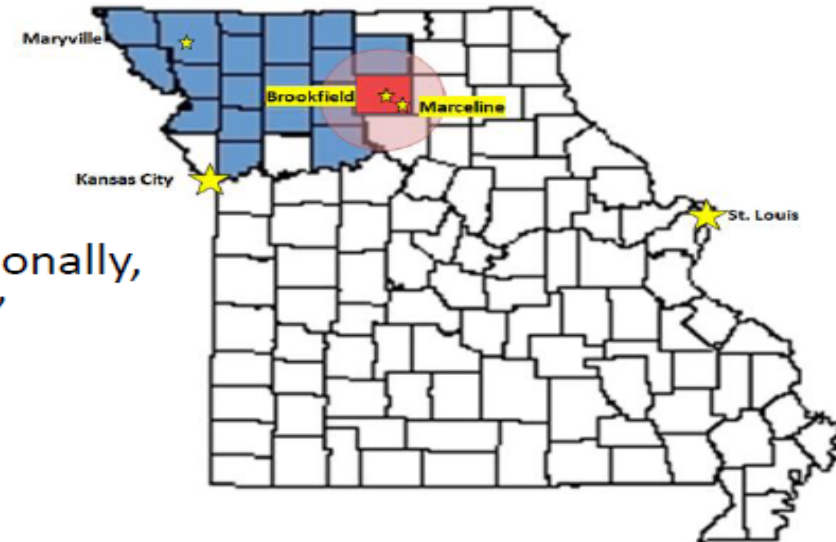
## How Does COE 2026 Define “Community”?

*A group of people living in the same place or having a particular characteristic in common*



Example: San Diego County's South Region, California

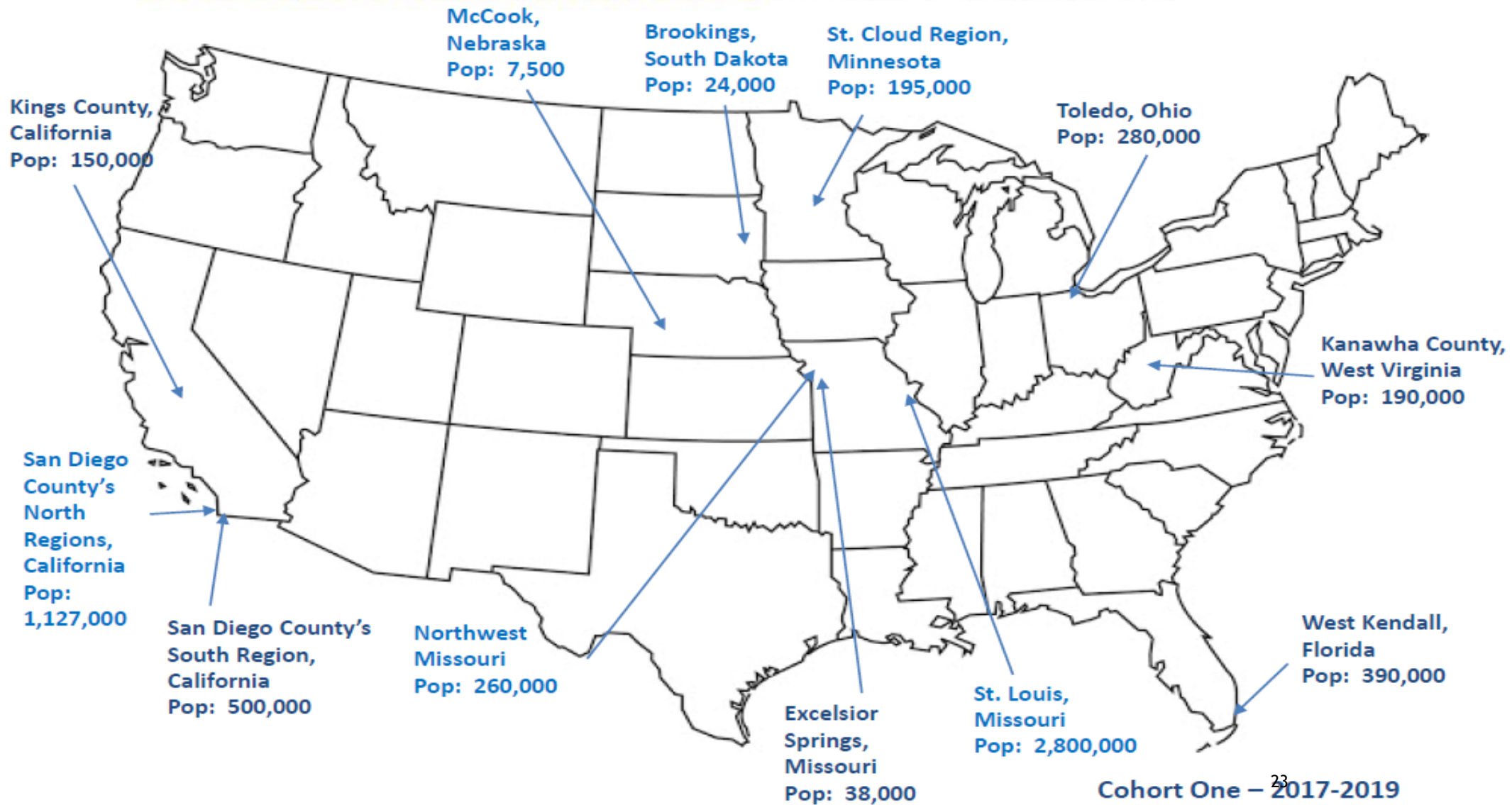
“Think Regionally,  
Act Locally”



Example: Towns of Brookfield and Marceline, Missouri, within the Regional Trade Areas of northwest Missouri



# communities of excellence 2026



Cohort One – 2017-2019

Cohort Two – 2018-2019



# **communities**<sup>1</sup>*of excellence* 2026

## **Recognition Program**

In parallel with Baldrige Program's mission, the purpose of Communities of Excellence 2026 and the Recognition Program is threefold:

To develop a nationally recognized standard of community performance excellence

To establish role models of that standard through the Recognition Program

To encourage continuous improvement through sharing of best practices and provision of feedback to communities on the performance excellence journey that will lead to better outcomes for the residents they serve.

# **communities** of excellence 2026

## **Recognition Program**

### **Level One: Commitment to Community Excellence**

Communities respond to the Community Profile section of the Community Excellence Builder, describing their mission, vision, and key factors that lead to success.

### **Level Two: Journey to Community Excellence**

In addition to responding to the questions in the Community Profile, applicants describe key processes in response to Category 1: Community Leadership and Category 2: Community Strategy. They also document key results related to the health, educational attainment and economic vitality of the community (Category 7.1(1) and (2) and 7.4(1) and (5)).

### **Level Three: Community of Excellence Recognition**

Applicants respond to the Communities of Excellence criteria in their entirety, including the Community Profile and categories 1–7.

# What's Next?

- ▶ If you are interested as an individual organization in the Baldrige Framework – call me or The Partnership for Excellence!
- ▶ If you are interested in the Community of Excellence Framework – Let's discuss!