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
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
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.
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<th>Category</th>
<th>ISO</th>
<th>The Joint Commission</th>
<th>Magnet</th>
<th>Lean Six Sigma</th>
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“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.”
“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.”
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
The leadership triad (Leadership, Strategy, and Customers) emphasizes the importance of a leadership focus on strategy and customers.

The Organizational Profile sets the context for your organization. It serves as the background for all you do.

The results triad (Workforce, Operations, and Results) includes your workforce-focused processes, your key operational processes, and the performance results they yield.

The basis of the Criteria is a set of Core Values and Concepts that are embedded in high-performing organizations (see pages 40–44).

communities of excellence 2026

Journey to Community Excellence Assessment and Recognition Program
Mission

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

• Began in 2010, established as a nonprofit in 2013
• Partnership with Baldrige Program in 2015
• 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
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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:
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
• 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
How Does COE 2026 Define “Community”? 

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

“Think Regionally, Act Locally”

Example: San Diego County’s South Region, California

Example: Towns of Brookfield and Marceline, Missouri, within the Regional Trade Areas of northwest Missouri
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Kings County, California
Pop: 150,000

San Diego County’s North Regions, California
Pop: 1,127,000

San Diego County’s South Region, California
Pop: 500,000

McCook, Nebraska
Pop: 7,500

Brookings, South Dakota
Pop: 24,000

St. Cloud Region, Minnesota
Pop: 195,000

Toledo, Ohio
Pop: 280,000

Kanawha County, West Virginia
Pop: 190,000

West Kendall, Florida
Pop: 390,000

Northwest Missouri
Pop: 260,000

Excelsior Springs, Missouri
Pop: 38,000

St. Louis, Missouri
Pop: 2,800,000

Cohort One – 2017-2019
Cohort Two – 2018-2019
Communities 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.
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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!