

Using the Baldrige Model as a Framework for Achieving Performance Excellence

(An ACHE Qualified Education (Cat II), 1.0 Hour CEU)

Emily Padula, FACHE
Executive Director of Integration and Outreach
Hill Country Memorial Hospital

INSIGHTS FOR HEALTHCARE PROFESSIONALS
(A partnership with Medical World Americas)



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Learning Objectives

- How the Baldrige model can be applied to achieve highly reliable outcomes
- Understanding the need for transparency and accountability that supports the Baldrige core value of patient-focused excellence

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Agenda

- **Overview**
- **Introduction**
- **Topics for Discussion:**
 - ☐ Baldrige Review
 - ☐ Leveraging Core Competencies and Criteria
 - ☐ Values-Driven Culture (Category 5)
 - ☐ Relationship-Building (Categories 3, 5)
 - ☐ Execution (Categories 1, 2)
- **Conclusion**

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Biography

Emily Padula, RN, MHI, FACHE is the Executive Director of Integration and Outreach at Hill Country Memorial Healthcare in Fredericksburg, Texas. HCM has been a Truven 100 Top Hospital for the last four consecutive years and is one of two healthcare recipients of the 2014 Malcolm Baldrige National Quality Award.

Emily has provided leadership for the Baldrige process and the quality department, and her role also includes executive oversight for the hospital's "outside the walls" departments, including hospice, home care, and outpatient rehabilitation programs. She has stewardship of the organization's vision and action to create a healthy community. Her experience includes clinical analytics, healthcare leadership, clinical staff education, and patient care.

Contact:

epadula@hillcountrymemorial.org

830.992.2549

hcmsharingdays.org to download tools

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Hill Country Memorial (HCM)

HCM AT A GLANCE

86 Beds **686** Employees

7 Counties Served

HCM'S MAJOR SERVICES

Joint Replacement, Surgical,
Inpatient Hospital, Outpatient/Outreach,
Emergency



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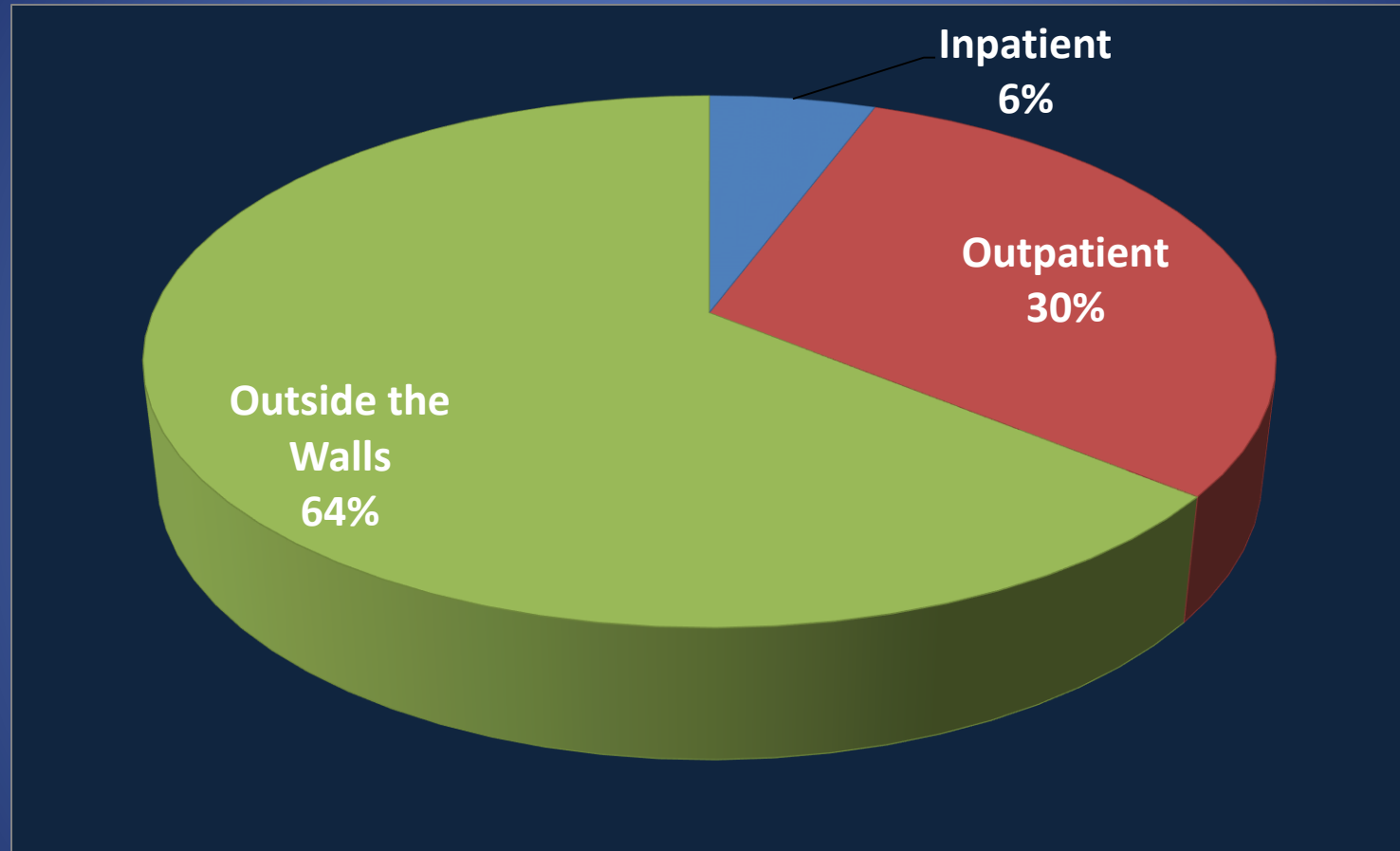
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HCM Patients: Average Daily Census by Location



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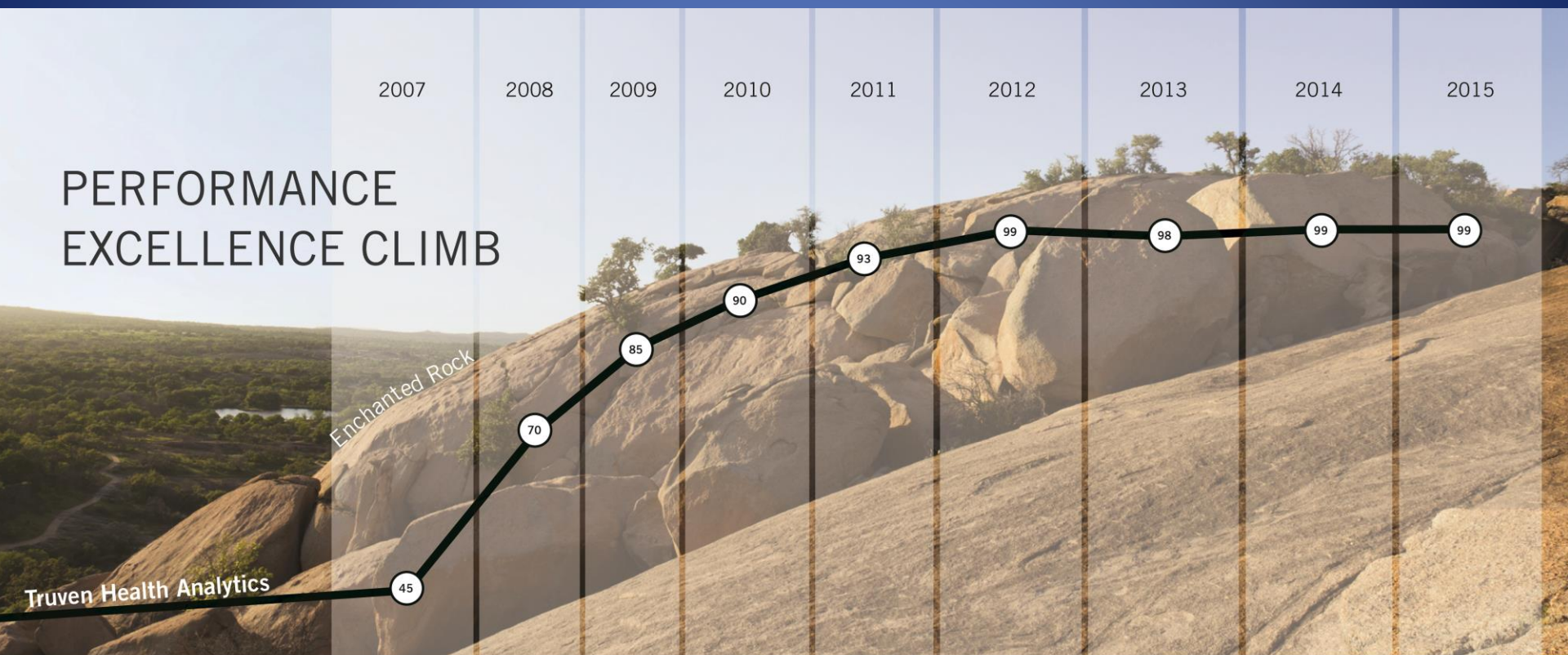


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Our “Climb” of Performance Excellence





TOP TEN RANKING
HOSPITALS FOR SAFETY
AND RESPECT 2015
(ONLY HOSPITAL IN TEXAS)



HEALTHGRADES PATIENT
SAFETY EXCELLENCE
AWARD / TOP DECILE
2012 / 2013 / 2014



OVERALL HOSPITAL CARE
2012 / 2014 / 2015
TOP DECILE FOR SAFETY



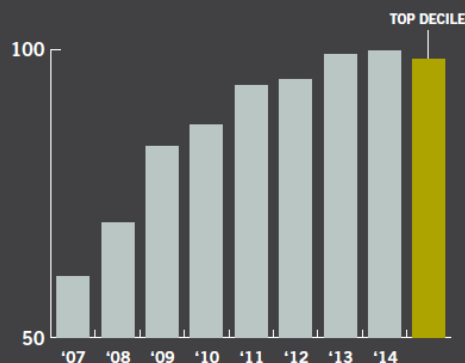
OVERALL SURGICAL CARE
2014 / 2015
TOP DECILE FOR SAFETY

99th
%tile

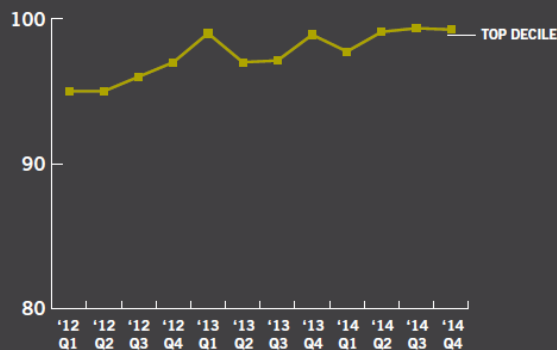
TOTAL HAC SCORE,
(HOSPITAL ACQUIRED
CONDITIONS) CMS

99th
%TILE

READMISSIONS
TO ANY HOSPITAL
(30 DAY CMS)



SURGICAL CARE
PERFECT CARE SCORES



CORE MEASURES
PERFECT CARE (HVPB-ACM)



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Malcolm Baldrige National Quality Award



- Named for Malcolm Baldrige, Secretary of Commerce 1981-1987
- Awarded by the President of the United States
- Six sectors
 - Service
 - Manufacturing
 - Small Business
 - ***Health Care (Added in 2001)***
 - Education (Added in 2001)
 - Not-for-Profit (Added in 2006)

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Malcolm Baldrige National Quality Award

“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 of Good to Great: Why Some Companies Make the Leap ... and Others Don't*

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Baldrige Process Scoring

Category 1

Leadership

120 Points

Category 2

Strategy

85 Points

Category 3

Customer

85 Points

Category 4

Measurement

90 Points

Category 5

Workforce

85 Points

Category 6

Operations

85 Points

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Baldrige Results Scoring

Category 7.1
Overall Outcomes
120 Points

Category 7.2
Customer
85 Points

Category 7.3
Workforce
85 Points

Category 7.4
Leadership
80 Points

Category 7.5
Financial
80 Points

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Leadership

- Vision, Mission, Values
- How Senior Leaders Lead
- Communication
- Innovation
- Sustainability

Core Competencies are strategically important capabilities that are:

- Central to fulfilling your mission or
- Provide an advantage in your marketplace or service environment.
- Challenging for others to imitate – strategic advantage if leveraged, strategic challenge if not.

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Leadership at HCM

HCM MISSION

Remarkable always.

HCM VISION

Empower others. Create healthy.



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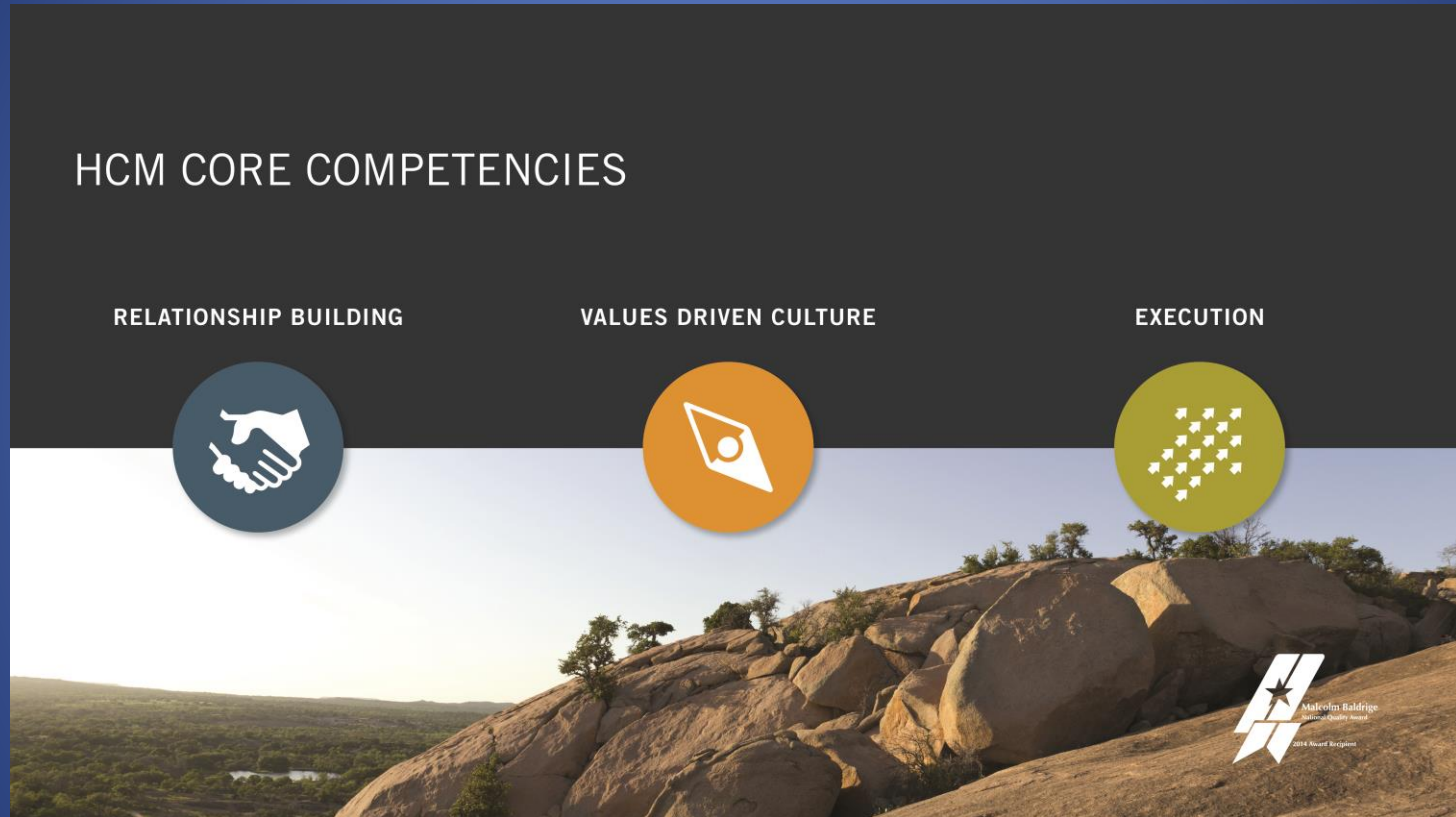


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Leadership at HCM



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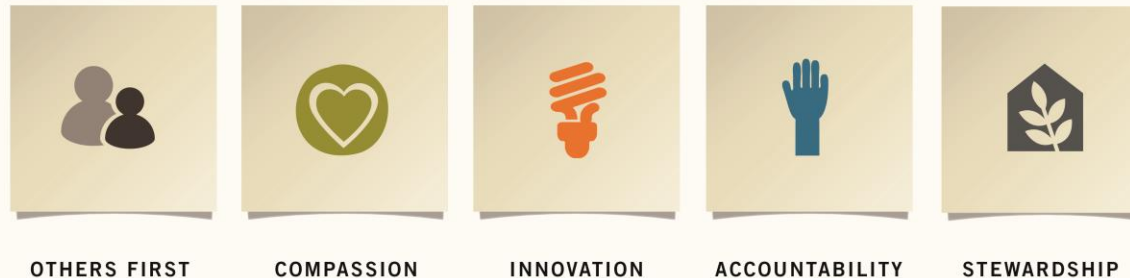
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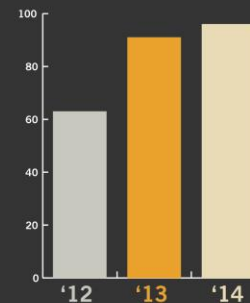
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VALUES-DRIVEN
CULTURE



VALUES ARE EVIDENT
EMPLOYEE ENGAGEMENT SURVEY
%TILE RANKING

Category 5: Building an effective and supportive workforce environment. Engaging your workforce to achieve organizational and personal success.

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Values-Driven Hiring



VALUES INTERVIEW GUIDE

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The Remarkable HCM Values

Interview Guide

APPLICANT: _____

DATE: _____

POSITION(S): _____

INTERVIEWER: _____

RECOMMEND FOR JOB INTERVIEW: YES ☐ NO ☐

Values Interview Scores	RESULTS:
Reference Check Submitted	YES/NO
Clinic Status Update	DECEASED
Clinic Notes	PIPELINE
Summary notes sent to staff leader	REFER TO ANOTHER DEPT/ROLE
Leadership interview scheduled	
Interview goals, ref report, job description and application sent	
Leadership interview feedback received	
Post interview scheduled	
Interview goals, job description and application sent	
Post feedback received	

Revised - 10/14/2013
Sign date - 5/11/2013

THE Remarkable HCM VALUES

ACCOUNTABILITY
Responsibility for our actions.

- Provides safe care.
- Leads by example in all times.
- Is open and honest about successes and failures.
- Takes initiative for own growth and development.
- Makes appropriate decisions in difficult situations.

1. Describe a situation when you had to bend or break a rule. What was the situation and what were your reasons? What was the outcome?

2. Tell me about a time when you made a significant mistake at work. What were the consequences for you personally? How did you handle the situation and what was the outcome?

3. How do you respond when others make mistakes or do not pull their weight?

4. How do you ensure continued growth and development within your career? What are your career goals? What do you want to be doing in five years? What is your plan to achieve this?

1	2	3	4	5
Demonstrates insufficient evidence of HCM fit	Insufficient - some answers exceed expectations. Some fall short	Answers meet or exceed HCM standard	Answers consistently above HCM standards/expectations	Answers demonstrate this is a remarkable candidate

Revised - 10/14/2013
Sign date - 5/11/2013



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Quarterly Values Evaluation

HCM Values	Q1	Q2	Q3	Q4	Personal goals and professional growth (Education, cross training, interests)
Others First	Q1	Q2	Q3	Q4	
Compassion	Q1	Q2	Q3	Q4	
Innovation	Q1	Q2	Q3	Q4	
Accountability	Q1	Q2	Q3	Q4	
Stewardship	Q1	Q2	Q3	Q4	
Performance Characteristics	Q1	Q2	Q3	Q4	Notes (Opportunities for improvement to include performance characteristics during next quarter)
Service	Q1	Q2	Q3	Q4	
Productivity	Q1	Q2	Q3	Q4	
Problem Solving	Q1	Q2	Q3	Q4	
Teamwork	Q1	Q2	Q3	Q4	
Quality/Safety	Q1	Q2	Q3	Q4	
Dependability	Q1	Q2	Q3	Q4	
Leadership Attributes	Q1	Q2	Q3	Q4	Accomplishments and Contributions
Does Right	Q1	Q2	Q3	Q4	
Relates	Q1	Q2	Q3	Q4	
Pioneers	Q1	Q2	Q3	Q4	
Executes	Q1	Q2	Q3	Q4	
Delivers Remarkable	Q1	Q2	Q3	Q4	
<p>Team Member (Initials/Date): Q1 ____/____ Q2 ____/____ Q3 ____/____ Q4 ____/____</p> <p>Manager (Initials/Date): Q1 ____/____ Q2 ____/____ Q3 ____/____ Q4 ____/____</p>					

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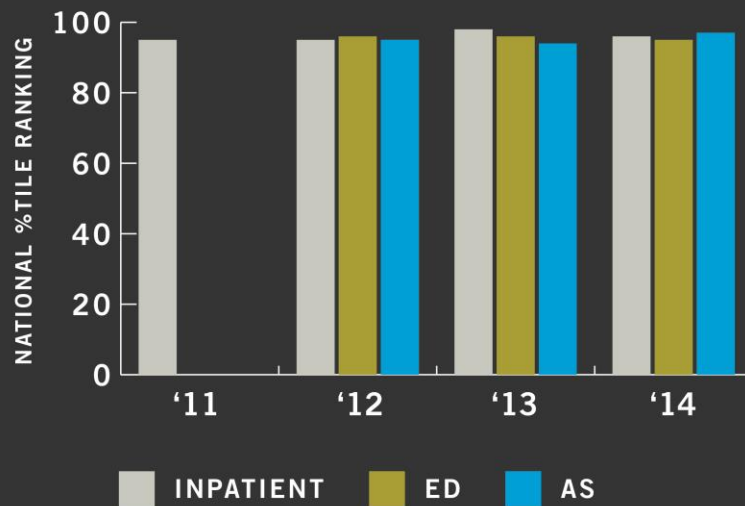
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Values-Driven Culture Results

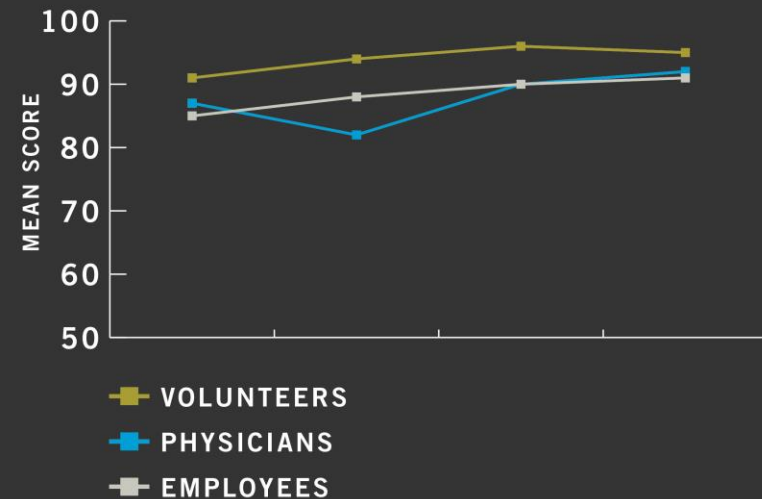


CUSTOMER WILLINGNESS TO RECOMMEND

PATIENT WILLINGNESS TO RECOMMEND



WORKFORCE WILLINGNESS TO RECOMMEND



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Relationship-Building

- Systematic Listening
- Systematic Action on Findings

Category 3: Process for listening to customers to determine needs, engagement, dissatisfaction. Meeting customer needs and building relationships.

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Systematic Listening

Ratings & Reviews

We maintain 4.9/5 stars.

Response from Hill Country Memorial

February 5, 2014

Mark D. Peterson, *Director-Patient Experience*

Thank you for sharing your story, and we understand your concerns. We will look into this issue and will get back with you. Again, we do appreciate hearing this in order for us to correct the problem. Thanks again.



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Events
About HCM
HCM Foundation
Directions
Giving
Pay your bill
Volunteer
Progress
Media Kit

Home : Quality of Care

Thank you for taking time to tell us what you think.

We believe your input will help the future of health care.

★★★★★ 4.9 / 5

Staff Friendliness

★★★★★ 4.9 / 5

Explorations From Staff and Physicians

★★★★★ 4.9 / 5

Read all 155 reviews Write a review

Quality of Care

Did your health care professionals clearly communicate with you? Did they explain what was going to happen next? Did they listen to you and help get what you needed? These are some of the questions you may consider as you rate and review quality of care.

Write a review

Ratings & Reviews for Quality of Care

Featured Reviews 1

★★★★★ 5 / 5

"Remarkable" as expected!

February 11, 2014

Sue Sue

from Fredericksburg, Texas

I had to get a chest X-ray during the process of being a volunteer, as I've had a positive scan test for TB in the past. The folks in radiology were very attentive and kind, as well as being very organized. Good job by everyone!

Staff Friendliness

★★★★★ 5 / 5

Comfort of Care

★★★★★ 5 / 5

Explorations From Staff and Physicians

Pros: Friendly Staff, Clean

Transparency
Real-time community engagement

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Systematic Listening

2ND QUARTER 2014
PHYSICIAN SOCIAL AT
LOCAL FARMER'S MARKET



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Systematic Action: SBI Process



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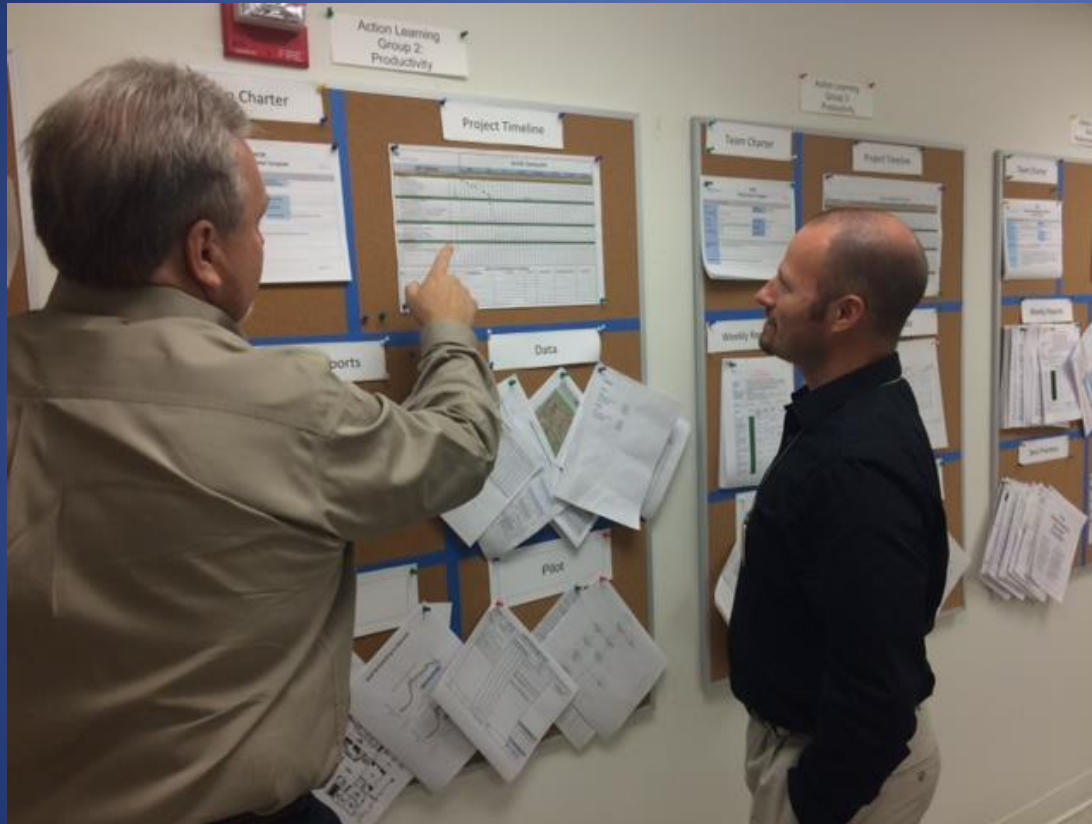
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Systematic Action: SBI War Room



- Charter
- Timeline
- Weekly Report
- Data (MOS)
- Best Practices
- Process Map
- Handoff Plan

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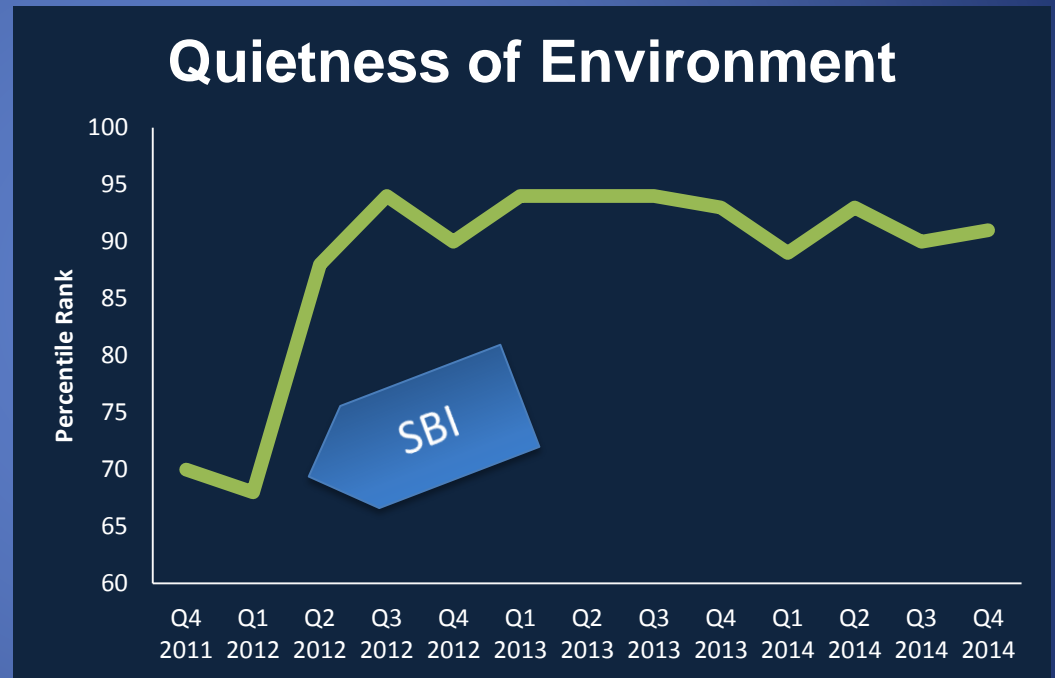


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Systematic Action: SBI for Patient Satisfaction



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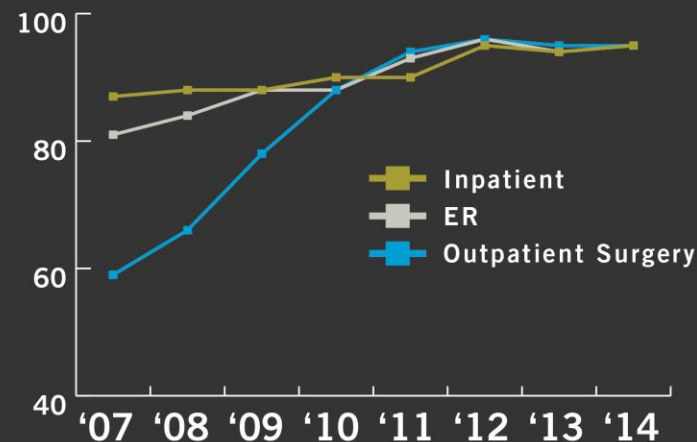
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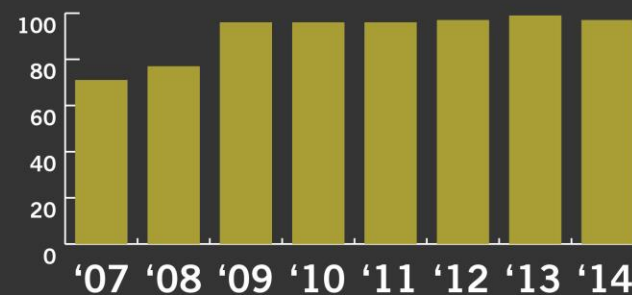
CUSTOMER ENGAGEMENT RESULTS

OVERALL HOSPITAL RATING	98%
WILLINGNESS TO RECOMMEND	96%
NURSING COMMUNICATION	96%
PHYSICIAN COMMUNICATION	94%
RESPONSIVENESS OF STAFF	92%
PAIN MANAGEMENT	97%
MEDICATION COMMUNICATION	99%
HOSPITAL ENVIRONMENT	94%
DISCHARGE INFORMATION	96%

'14
HCAHPS
%TILE RANKING



PRESS GANEY PATIENT SATISFACTION
%TILE RESULTS



HCAHPS %TILE TREND FOR QUALITY

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Execution

Strategic Planning

Cascading Goals

Category 1: Process whereby Senior Leaders lead.

Category 2: Converting Strategy to Action.

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Department

Team Member

Hill Country Memorial Quarterly Coaching Plan						
Weeks 1-10 (Hill Country Parents)	Team Member: Emily Polak		Position: Executive Director, Integration and Outreach	Goal Dates: 11/1/16, 11/15/16, 11/29/16, 12/13/16, 12/27/16, 1/10/17, 1/24/17, 2/7/17		
	Goal: 100/101	Team with HCC: 1 person	Department: Administration	Measure: 100% Pass, 100%		
Focus:	HCC Areas Under Supervision	Objectives/Strategic Goals	Initiatives (steps to take to achieve goals)	Measurement of Success (Achievement)	Current Status/Target	
Financial & General	Produce, distribute and disseminate quarterly public cost and resource publications. 1. Develop Financial Independence 2. Maximize Key Resource Opportunities	Review "Business Model Plan" Review (2/16)	1. Conduct a deep dive into growth, innovation, IP, and IP, and other areas. 2. Develop new service line business plan for 2017 with a focus on increasing capacity, including capital, talent, and other.	1. Review all initiatives on a quarterly basis. 2. Review all initiatives on a quarterly basis. 3. Review all initiatives on a quarterly basis. 4. Review all initiatives on a quarterly basis.	Current Status: 2016 Revenue 100% and all goals. Target: 100% Revenue 100%	100% 100% 100% 100%
Service	Service - Deliver on business expectations to exceed expectations of Hill Country.	Improve Community Health	1. Lead for the long-term plan for the Hill County. 2. Develop a strategic plan for the Hill County. 3. Develop a strategic plan for the Hill County.	1. Review all initiatives on a quarterly basis. 2. Review all initiatives on a quarterly basis. 3. Review all initiatives on a quarterly basis. 4. Review all initiatives on a quarterly basis.	Current Status: 2016 Revenue 100% and all goals. Target: 100% Revenue 100%	100% 100% 100% 100%
Quality	Quality - Deliver on business expectations to exceed expectations of Hill Country.	Improve Community Health	1. Lead for the long-term plan for the Hill County. 2. Develop a strategic plan for the Hill County. 3. Develop a strategic plan for the Hill County.	1. Review all initiatives on a quarterly basis. 2. Review all initiatives on a quarterly basis. 3. Review all initiatives on a quarterly basis. 4. Review all initiatives on a quarterly basis.	Current Status: 2016 Revenue 100% and all goals. Target: 100% Revenue 100%	100% 100% 100% 100%
People	People - Deliver on business expectations to exceed expectations of Hill Country.	Improve Community Health	1. Lead for the long-term plan for the Hill County. 2. Develop a strategic plan for the Hill County. 3. Develop a strategic plan for the Hill County.	1. Review all initiatives on a quarterly basis. 2. Review all initiatives on a quarterly basis. 3. Review all initiatives on a quarterly basis. 4. Review all initiatives on a quarterly basis.	Current Status: 2016 Revenue 100% and all goals. Target: 100% Revenue 100%	100% 100% 100% 100%

Cascading Goals

HCM 2014-2016 STRATEGY MAP

VISION: Empower others. Create healthy.

MISSION: Remarkable always.

FOCUS	ALWAYS GOALS	OBJECTIVES	BALANCED SCORECARD				
			INITIATIVES	MEASURE OF SUCCESS	2014 TARGET	2016 TARGET	LEAD
FINANCE + GROWTH	Embrace and drive remarkable patient value and increase profitability	F1 Strengthen Financial Independence	Achieve Strong Income Statement, Balance Sheet, and Cash Flow	Financial Flexibility Index Productivity			Mark Jones and Holly Schmidt Mike Riano
		F2 Maximize Key Business Opportunities	Expand our Health Care Boundaries	Market Share			Mark Jones Mark Jones
SERVICE	Deliver a remarkable experience to exceed expectations	S1 Focus on Others	Benchmark and Implement World-Class Service Standards	Press-Ganey Surveys HCAHPS Surveys Online Ratings and Reviews	Achieve 96th Percentile on all Patient Satisfaction Surveys Achieve 96th Percentile on All HCAHPS Surveys Achieve 4.8 Star average on Ratings and Reviews	Achieve 97th Percentile on all Patient Satisfaction Surveys Achieve 97th Percentile on All HCAHPS Surveys Achieve 4.8 Star average on Ratings and Reviews	Maureen Polivka Maureen Polivka Debbie Dooley
QUALITY	Redefine health care for increased patient value	Q1 Eliminate Preventable Harm	Identify, Evaluate, and Implement Best Practices	Hospital Acquired Conditions (HACS)	Achieve 0 HACs	Maintain 0 HACs	Debbie Dooley
		Q2 Innovate Care Delivery Model	Identify, Evaluate, and Implement Best Practices	Risk Adjusted Mortality Rate Risk Adjusted Complication Rate	Achieve 90th Percentile Achieve 90th Percentile	Achieve 95th Percentile Achieve 95th Percentile Achieve 3rd Healthiest County in Texas	Jim Partin Jim Partin Emily Padula
PEOPLE	Be a team of champions	P1 Develop a High Performance Team	Recruit, Retain, and Promote Champions	Employee Retention Rate Physician Retention Rate Volunteer Retention Rate	Achieve 95% Employee Retention Achieve 95% Physician Retention Rate Achieve 85% Volunteer Retention Rate	Maintain 95% Employee Retention Maintain 95% Physician Retention Rate Achieve 90% Volunteer Retention Rate	Jayne Pope Jim Partin Debbie Dooley
KEY WORK SYSTEM REQUIREMENTS	INNOVATION		SERVICE EXCELLENCE		OPERATIONAL EXCELLENCE		
<div><div></div><div><div>HCM</div><div>HILL COUNTRY MEMORIAL</div></div><div>C</div></div>							

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Alignment Board Huddle



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Hill Country Memorial Quarterly Coaching Plan					
Vision: Empower Others Create Healthy	Team Member: <input type="text"/>		Position: <input type="text"/>	Due Date: <input type="checkbox"/> 1 Qtr. 15 Jan <input type="checkbox"/> 2 Qtr. 31 Mar <input type="checkbox"/> 3 Qtr. 30 Jun <input type="checkbox"/> 4 Qtr. 30 Sept	
	Date: Click here to enter a date.	Time with HCM: <input type="text"/>	Department: <input type="text"/>	Reviewer: <input type="text"/>	
Focus	HCM Always Goals and Objectives	Objectives Department Goals	Initiatives (steps to take to achieve goals)	Measure of Success (Outcomes)	Current State/Target
Finance + Growth	Finance - Embrace and drive remarkable patient value and increase profitability. F1- Strengthen Financial Independence F2- Maximize Key Business Opportunities	<input type="text"/>	<input type="text"/>	<input type="text"/>	Current State: <input type="text"/>
					Target
					Q1 <input type="text"/> Q2 <input type="text"/> Q3 <input type="text"/> Q4 <input type="text"/>
					Outcome
Q1 <input type="text"/> Q2 <input type="text"/> Q3 <input type="text"/> Q4 <input type="text"/>					
Service	Service - Deliver a remarkable experience to exceed expectations S1 Focus on Others	<input type="text"/>	<input type="text"/>	<input type="text"/>	Current State: <input type="text"/>
					Target
					Q1 <input type="text"/> Q2 <input type="text"/> Q3 <input type="text"/> Q4 <input type="text"/>
					Outcome
Q1 <input type="text"/> Q2 <input type="text"/> Q3 <input type="text"/> Q4 <input type="text"/>					
Quality	Quality - Redefine healthcare for increased patient value Q1 Eliminate Preventable Harm Q2 Innovate Care Delivery Model	<input type="text"/>	<input type="text"/>	<input type="text"/>	Current State: <input type="text"/>
					Target
					Q1 <input type="text"/> Q2 <input type="text"/> Q3 <input type="text"/> Q4 <input type="text"/>
					Outcomes
Q1 <input type="text"/> Q2 <input type="text"/> Q3 <input type="text"/> Q4 <input type="text"/>					
People	People - Develop a high performance team P1 Develop A High Performance Team	<input type="text"/>	<input type="text"/>	<input type="text"/>	Current State: <input type="text"/>
					Target
					Q1 <input type="text"/> Q2 <input type="text"/> Q3 <input type="text"/> Q4 <input type="text"/>
					Outcomes
Q1 <input type="text"/> Q2 <input type="text"/> Q3 <input type="text"/> Q4 <input type="text"/>					

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Examples of Alignment for Execution

Strategic Objective

Strengthen Financial Independence



Materials Management Department Goal

Decrease Supply Expense



Employee QCP Goal

100% Contract Compliance

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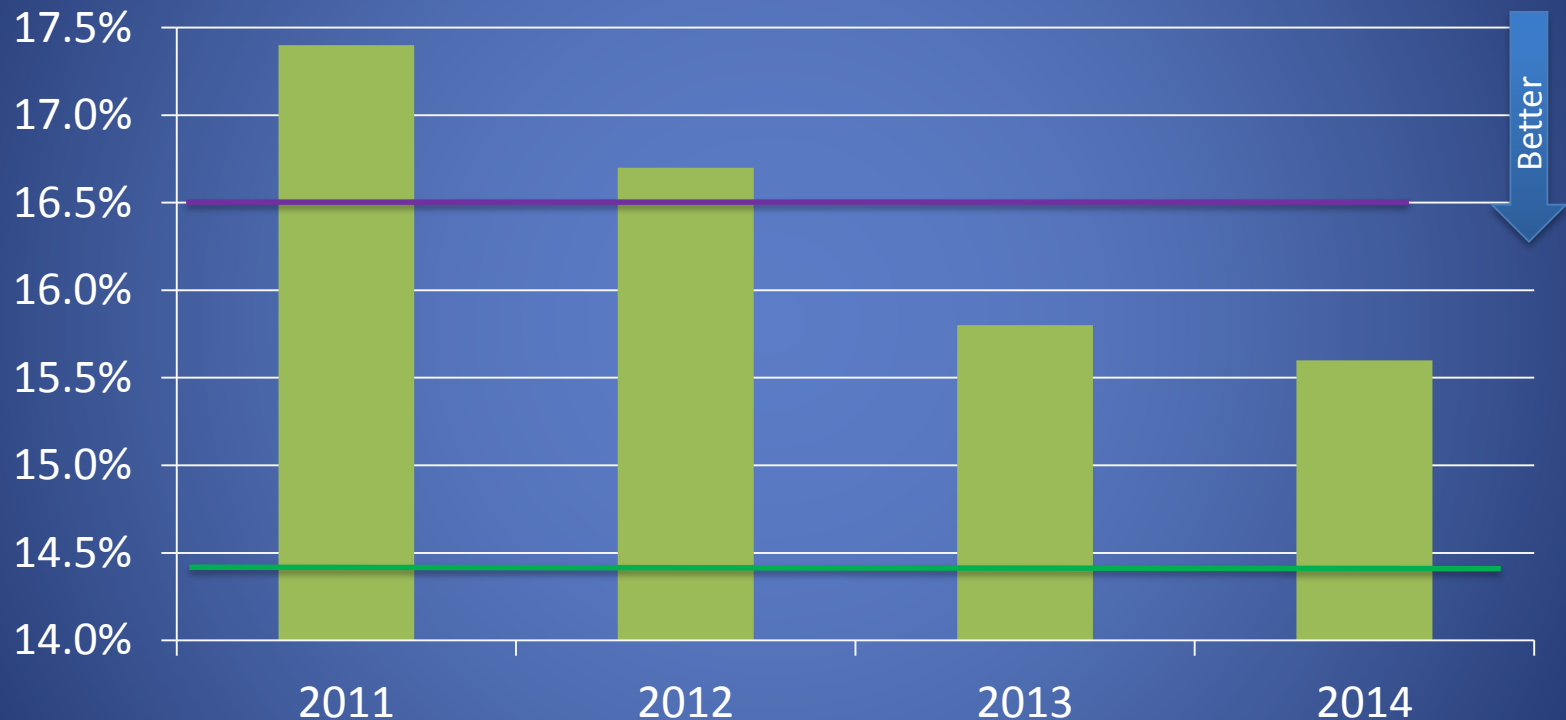
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Examples of Alignment for Execution

Supply Expense as a Percent of Net Revenue



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Intradepartmental Alignment Example

Strategic Objective

Eliminate Preventable Harm



Patient Safety Council Goal

Achieve 0 Hospital Acquired Conditions



Surgical Site Infection Team Goal

Improve Surgical Site Infections to Top Decile

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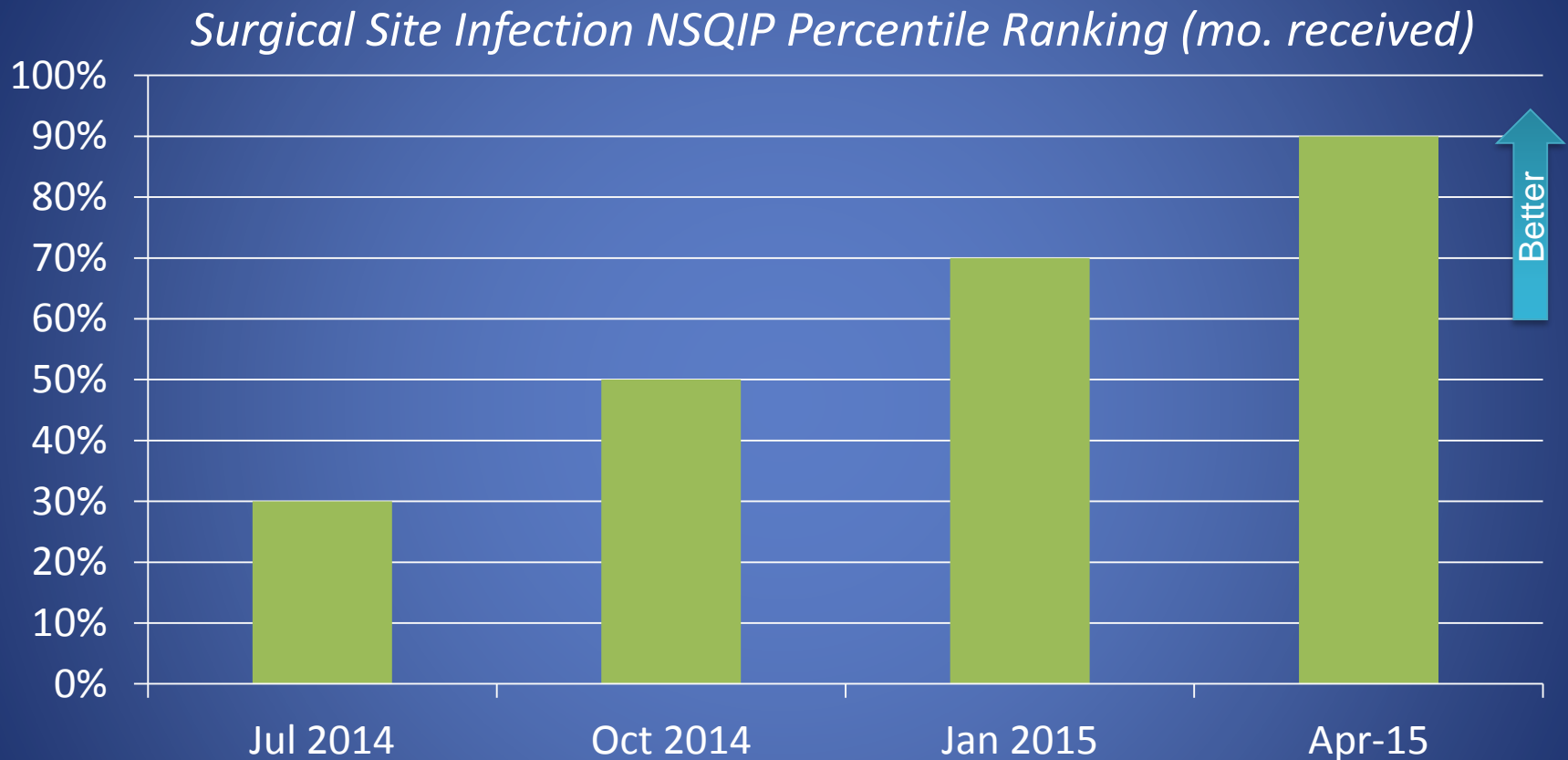
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Interdepartmental Alignment Example



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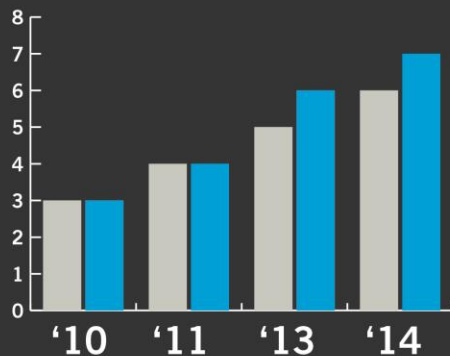
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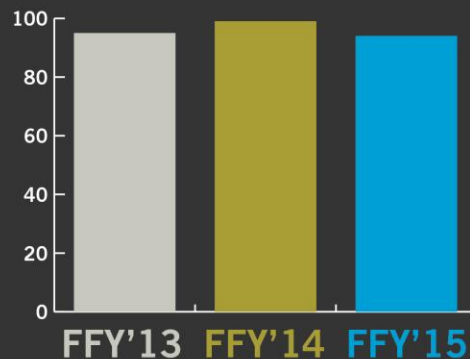
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EXECUTION / RESULTS



BALDRIGE SCORING BANDS



HCM VALUE BASED PURCHASING
%TILE RANKING



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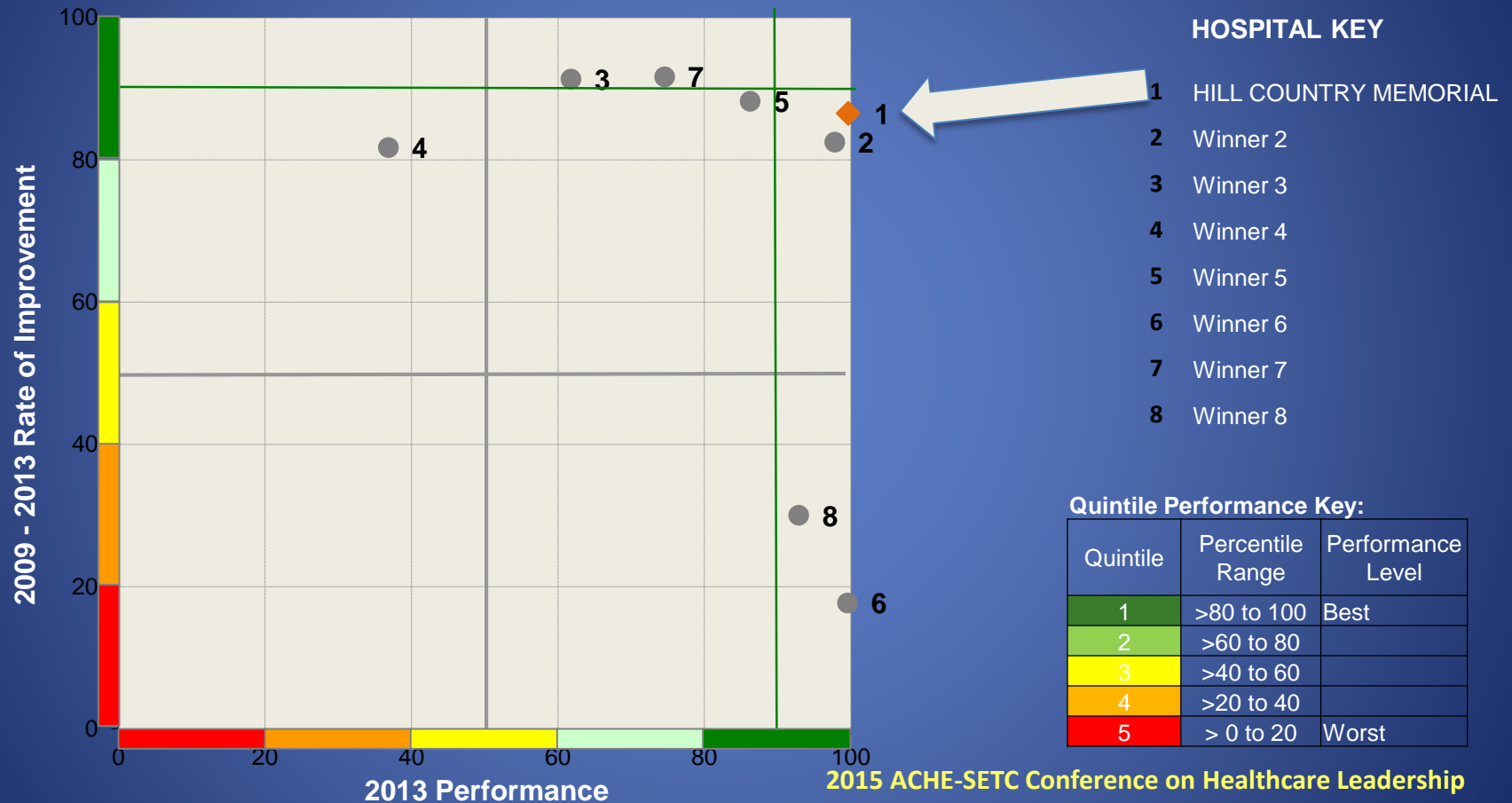


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100 Top Study – Overall Performance compared to recent Baldrige winners

2013 PERFORMANCE VERSUS RATE OF IMPROVEMENT



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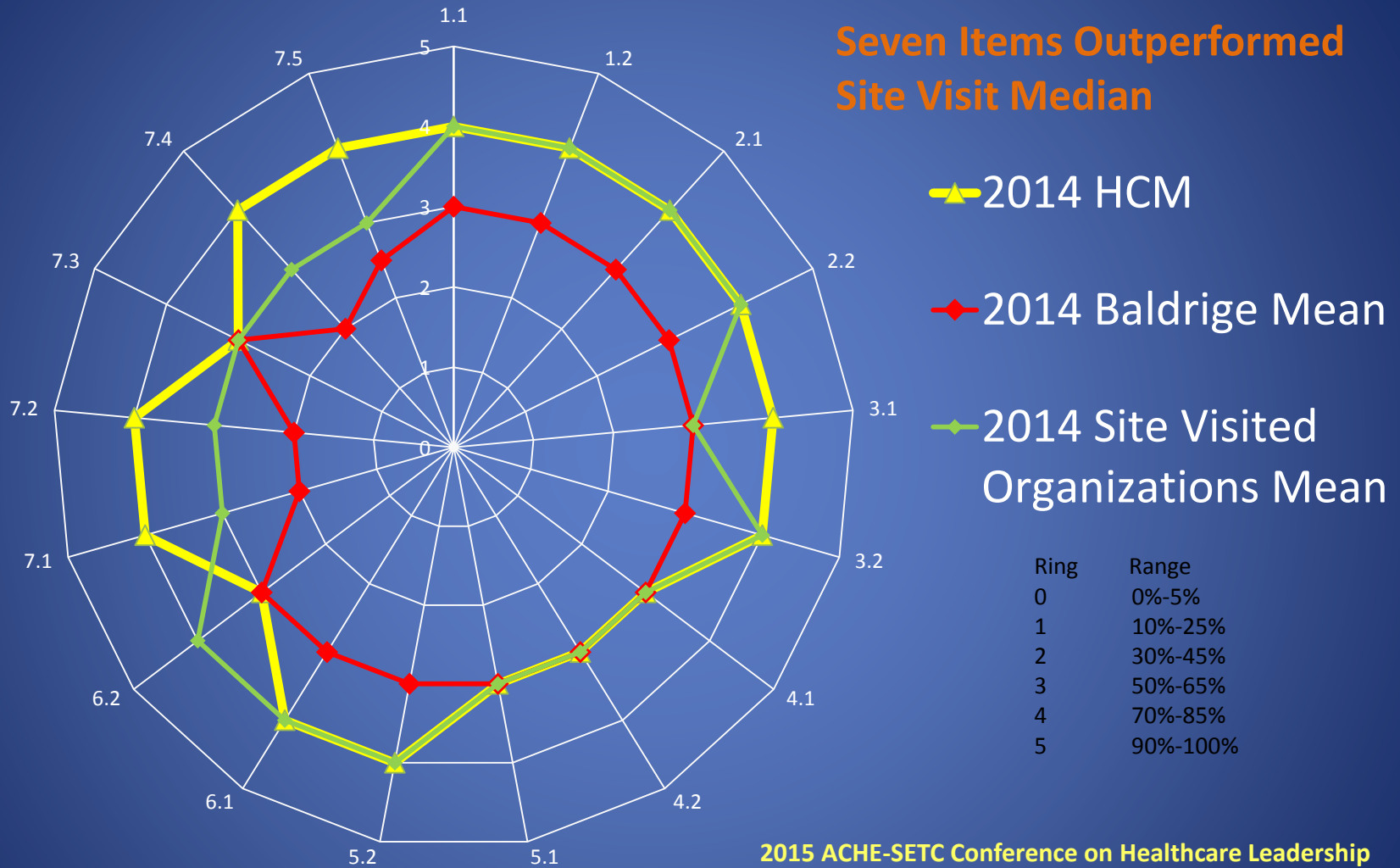
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Scoring Comparison

Seven Items Outperformed
Site Visit Median



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