

Quality/Baldrige Strategy and Implementation for All Industries

The Baldrige Award is given by the President of the United States to businesses and to education, health care, and nonprofit organizations that apply and are judged to be outstanding in seven areas of performance excellence. The Baldrige framework is based on core values and concepts that represent beliefs and behaviors found in high-performing organizations.

Baldrige has a simple purpose. The purpose of the Baldrige framework is simply to help your organization improve by answering three questions: *Is your organization doing as well as it could? How do you know? What and how should your organization improve or change?*

Cherye Morgan LLC and team have over thirty years of experience in helping organizations improve their performance. Studying under Dr. W. Edwards Deming from 1988 – 1993 and presenting healthcare applications with him at Deming conferences across the country, Cherye Morgan acquired a deep level of knowledge in these areas. She helps clients in healthcare and other industries apply these core concepts whether the organization is interested in pursuing the Baldrige path, or is simply interested in using the framework as a foundation for the pursuit of organizational excellence. She helps organizations challenge themselves with the questions that make up the criteria for performance excellence are based on a set of core values:

- *Systems perspective.*
- *Visionary leadership.*
- *Customer-focused excellence.*
- *Valuing people.*
- *Organizational learning and agility.*
- *Focus on success.*
- *Managing for innovation.*
- *Management by fact.*

Baldrige promotes a systems perspective which came from the foundation of Deming's teaching. A systems perspective means managing all the components of your organization as a unified whole to achieve ongoing success. The system's building blocks and integrating mechanism are the core values and concepts, the interrelated criteria categories, and the scoring guidelines.

The ***focus on core values and concepts*** means that Baldrige is based on a set of beliefs and behaviors. The core values and concepts are the foundation for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action, feedback, and ongoing success.

Baldrige helps organizations focus on processes which are the methods your organization uses to accomplish its work. The Baldrige framework helps you assess and improve your processes along four dimensions:

- **Approach:** How do you accomplish your organization's work? How effective are your key approaches?
- **Deployment:** How consistently are your key approaches used in relevant parts of your organization?
- **Learning:** How well have you evaluated and improved your key approaches? How well have improvements been shared within your organization? Has new knowledge led to innovation?
- **Integration:** How well do your approaches align with your current and future organizational needs? How well do your measures, information, and improvement systems complement each other across processes and work units? How well are processes

and operations harmonized across your organization to achieve key organization-wide goals?

Baldrige helps organizations focus on results the correct way. The Baldrige framework leads you to examine your results from three viewpoints:

- From an external perspective; *How do your customers, and other stakeholders view you?*
- From an internal perspective; *How efficient and effective are your operations?*
- From a future view; *Is your organization learning and growing?*

For Baldrige, results include all areas of importance to your organization. This composite of measures ensures that your strategies are balanced, that they do not inappropriately trade off among important stakeholders, objectives, or short and longer-term goals. The Baldrige framework helps you evaluate your results along four dimensions:

- **Levels:** What is your current performance on a meaningful measurement scale?
- **Trends:** Are the results improving, staying the same, or getting worse?
- **Comparisons:** How does your performance compare with that of other organizations and competitors, or with benchmarks or industry leaders?
- **Integration:** Are you tracking results that are important to your organization and that consider the expectations and needs of your key stakeholders? Are you using the results in decision making?

Baldrige focus on linkages. The linkages among the criteria categories are an essential element of the systems perspective provided by the Baldrige framework. Some examples of these linkages are:

- The connections between your processes and the results you achieve;
- The need for data in the strategic planning process and for improving operations;
- The connection between workforce planning and strategic planning;
- The need for customer, and market knowledge in establishing your strategy and action plans; and
- The connection between your action plans and any changes needed in your work systems.

Baldrige focuses on improvement. The Baldrige framework helps you understand and assess how well you are accomplishing what is important to your organization: how mature and how well deployed your processes are, how good your results are, whether your organization is learning and improving, and how well your approaches address your organization's needs. The Baldrige scoring guidelines are based on the process and results dimensions described above.

The coordination of key processes, and feedback between processes and results, leads to cycles of improvement. As organizations continue to use the framework, they learn more and more about their organization and begin to define the best ways to build on strengths, close gaps, and innovate to meet the needs of those they serve.