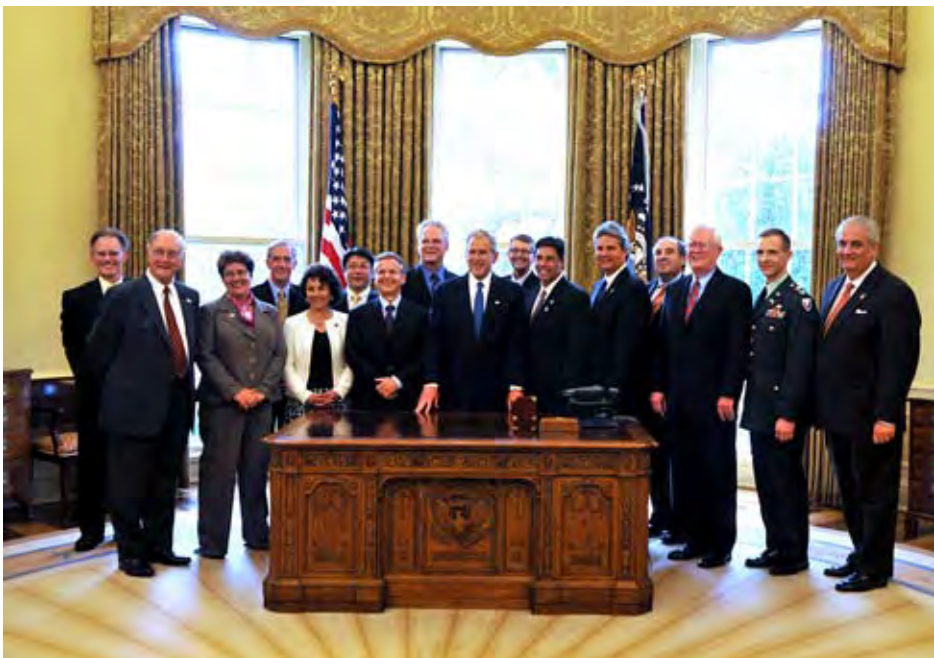




May 2008

Update

Congratulations from the President in the Oval Office



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On April 23, President George W. Bush met with the 2007 Baldrige Award Recipients to congratulate them at the White House. Senior leaders from the five organizations, PRO-TEC Coating Co., Leipsic, Ohio; Mercy Health System, Janesville, Wisconsin; Sharp HealthCare, San Diego, California; City of Coral Springs, Coral Springs, Florida; and the U.S. Army Armament Research, Development and Engineering Center, Picatinny Arsenal, New Jersey, were introduced to the President. Officers of the Baldrige Foundation, the Chairs of the Board of Overseers and the Panel of Judges, and a few members of the staff from the National Institute of Standards and Technology (NIST), the agency that manages the Award, also attended.

Later in the afternoon at a special Award Ceremony held as part of the Quest for Excellence® (QE) Conference sponsored by the Baldrige National Quality Program (BNQP), Commerce Secretary Carlos M. Gutierrez presented each organization with the Malcolm Baldrige National Quality Award (MBNQA), the nation's highest honor for performance excellence. The ceremony—the 20th in the history of the Award—honored the 2007 recipients and marked the first year that nonprofit organizations were eligible to receive the Award. Gutierrez told the huge audience: “Each of the five recipients we honor here today has developed an innovative approach to performance excellence that benefits their organization, their community, and our nation.”



Quest for Excellence XX Conference

The Quest for Excellence® XX Conference, held April 22–25 at the Hilton Washington in Washington, D.C., featured PRO-TEC Coating Company (in the small business category); Mercy Health System and Sharp HealthCare (in the health care category); and the City of Coral Springs, Florida, and the U. S. Army Armament Research, Development and Engineering Center (in the nonprofit category). Over 1,000 people attended the conference.

Two pre-conference workshops took place on Tuesday afternoon as well as meetings of the Baldrige Foundation, and state and local quality award programs. QE featured three days of plenary, concurrent, and town hall sessions as well as multiple opportunities to network. Most attendees also attended the 20th Anniversary Gala dinner. Additionally, all QE attendees were welcome to attend the Award Ceremony for the 2007 Award recipients, which was held on Wednesday, April 23.



Plenary sessions included presentations from each recipient on its leadership system and Baldrige journey. Also, four former Award recipients—DynMcDermott Petroleum Operations; Kenneth W. Monfort College of Business; The Ritz-Carlton Hotel Co., LLC; and SSM Health Care—presented in the plenary session on sustaining the gains of years past. Question-and-answer panels followed these presentations. Kent Adams, President, Caterpillar Financial Services Corporation, presented the keynote address: “Achieving Global Business Excellence.” Concurrent sessions addressed Categories 2 through 6 of the Baldrige Criteria. Attendees had the option to track an Award recipient, track a Criteria Category, or both.

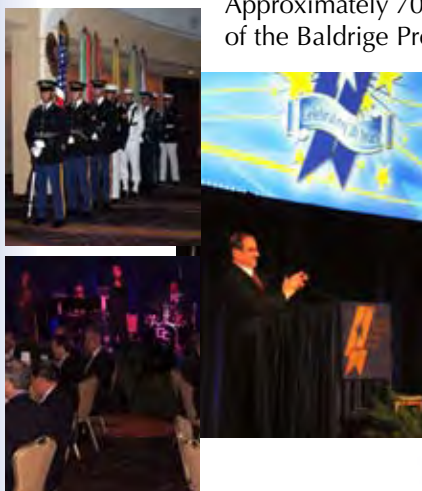
Former Award recipients also presented special topics and participated in the town hall question-and-answer sessions, which were organized by sector. These recipients included Bronson Methodist Hospital, Cargill Kitchen Solutions (formerly Sunny Fresh Foods), Community Consolidated School District 15, Jenks Public Schools, MEDRAD, Inc., MESA Products, Inc., North Mississippi Medical Center, Premier Inc., Richland College, Robert Wood Johnson University Hospital Hamilton, and University of Wisconsin–Stout.

For those who missed individual sessions, or were not able to attend the conference, audio recordings of the entire proceedings will soon be available for sale. Please see our Web site, www.baldrige.nist.gov, for more details.

QE XX was jointly sponsored by the American Society for Quality (ASQ), the American Society for Training and Development (ASTD), and the National Institute of Standards and Technology (NIST). The Quest for Excellence XXI will be held April 19–22, 2009, at the Hilton Washington. Save the Date!

20th Anniversary Gala Celebration

Approximately 700 people attended a special Gala Celebration to commemorate the 20th anniversary of the Baldrige Program on Tuesday evening, April 22, at the Hilton Washington.



Guests enjoyed the Presentation of Colors, live jazz, the singing of the National Anthem, and a festive dinner, as well as inspiring remarks from Department of Commerce officials, Baldrige Foundation Chair E. David Spong, and former Award recipients Michael Luker, Cargill Kitchen Solutions (formerly Sunny Fresh Foods); Dr. Stephen Mittelstet, President, Richland College; and Sister Mary Jean Ryan, FSM, President and CEO, SSM Health Care. The evening concluded with the premier showing of the 20th Anniversary video honoring and highlighting the first 20 years of Award recipients.

excellence

Update

Award Recipients Speak at Ceremony



Small Business
PRO-TEC Coating Company
W. Paul Worstell, President

Paul Worstell noted, “This is a day of celebration. The Baldrige organization is celebrating great success with this 20th year anniversary conference. The 236 associates of PRO-TEC Coating Company are celebrating today, here and in Leipsic, Ohio. We are a small company, located in a small community, but the spirit of our associates and their commitment to excellence fills us with a large sense of gratitude and pride.

“There are many people to thank...our customers, the automakers, who have challenged our company to be an innovative leader in coated steel, and our suppliers, who have been valuable partners in this venture. We are grateful for our parent companies, U.S. Steel and Kobe Steel. They have given us the freedom to be different—the freedom, support, and encouragement to use a different business model and create a culture that is unique.

“We are grateful to other organizations on the Baldrige journey. We have learned so much from the many sharing opportunities. We are grateful for the many Baldrige professionals and volunteers who are the lifeblood of both state and national organizations.

“We began our Baldrige journey seven years ago—long before we knew how to ‘deploy, align, and integrate’! Worstell suggested it might still be “difficult to get our associates from northwest Ohio to say ‘engagement,’ but there is no doubt about their passion for process, measurement, and results. What felt awkward at first is now just hard work. ...Through Baldrige we have learned that there are no destinations on the journey—only more opportunities for improvement. What a remarkable method to move an organization forward.”

Worstell closed by thanking “each of you who have supported our organization” and extended “a special thanks to the associates of PRO-TEC Coating Company for their continued commitment to excellence. Their spirit, character, and devotion to our organization are an inspiration.”



Health Care
Mercy Health System
Javon R. Bea, President and CEO

“It is an honor and a privilege to accept this award on behalf of Mercy Health System and our 4,000 outstanding employee and physician partners. Today is a milestone that will live forever in our memories. It is the culmination of almost 20 years of hard work.

“In 1989, Mercy was a struggling stand-alone hospital serving one community. Today, Mercy is unique. It is a top-ranked integrated health system with a full range of services offered through 64 medical facilities serving 24 communities in southern Wisconsin and northern Illinois.

“With our growth comes great responsibility—to meet and exceed the needs of over one million patients who depend on us for some of the most intimate and lifesaving services that modern medicine has to offer.

“To meet this challenge, the Mercy Health System developed a systematic and sophisticated approach to quality and organizational excellence that supports our entire integrated System.” Bea explained that the Health System’s success represents vision, passion, determination, drive, and results founded on a servant-leadership model and supported by Four Pillars of Excellence: Quality, Service, Partnering, and Cost.

“We accept no less than the best from our talented employee and physician partners, who have so much to give—and do so generously. ...And, we express our gratitude to the residents of the 24 communities that support our work. It is my hope that more health care organizations will embark on the Baldrige journey of excellence. We will use this opportunity to reach out to others in the health care industry and share our knowledge.”

In closing, Bea thanked “the 4,000 extraordinary Mercy partners for your remarkable work, ...President Bush, whom I had the honor of meeting in the Oval Office today; ...and the entire Baldrige organization and the National Institute of Standards and Technology for providing us with this unique opportunity to learn and, now, to celebrate.”



Health Care
Sharp HealthCare
Michael Murphy, CEO

President Murphy began with thanks for everyone involved with NIST and the Baldrige process and then singled out the volunteer Board of Examiners for recognition. “I would especially like to recognize those individuals who volunteer their time as Examiners. Your efforts in support of organizations on a quest for excellence are truly exemplary.” Murphy then acknowledged the 14,000 team members, 2,600 affiliated physicians, 2,000 volunteers, and 150 board members who “are” Sharp HealthCare.

“Six years ago we recommitted to the purpose and worth of our work, and set forth on a journey to transform the health care experience for our staff, our physicians, and our patients and their families—we call this journey ‘The Sharp Experience.’ I am often asked to share the secret of our success—and my answer never wavers. I proudly state that it is the very special people of Sharp that make the difference. Their passion and commitment to make every aspect of the health care experience the best that it can be is what drives our success and ongoing quest for excellence.

“These wonderful people—with their open hearts, minds, and attitudes—have skillfully incorporated key tools, behaviors, and learning from across virtually all industries and the many mentors we’ve encountered along the way. Clearly the Criteria, discipline, and focus that underlie the Baldrige process have been key contributors to our daily improvements. The feedback we received from our state and national site visits has been instrumental in providing a clear road map for the journey. But in the end it is the people of Sharp—and their commitment to make health care better—that make the difference.

“We are obviously very proud to be a 2007 Malcolm Baldrige National Quality Award recipient, but let me assure you that we also recognize that our journey continues. We still have much to learn and much to accomplish as we aim to make health care better everywhere.”



Nonprofit
City of Coral Springs
Michael Levinson, City Manager

Michael Levinson began his address with a look backward. “Fourteen years ago, we had a dream to one day stand toe-to-toe, shoulder-to-shoulder with the best-run corporations in America. The receipt of the Malcolm Baldrige National Quality Award announces our arrival.”

Levinson accepted the Award on behalf of the Coral Springs “Community of Excellence,” including its residents, businesses, employees, and volunteers. “We do so because our community has played an active role in our quest to reinvent government and because our community is the true beneficiary of our accomplishments. Reaching this level of performance excellence proves that government can meet the needs of its customers in the most responsive and fiscally responsible way.

“When people ask ‘Why Baldrige,’ the answer is simple.

- 94 percent resident satisfaction rating
- 97 percent business satisfaction rating
- 97 percent employee satisfaction rating
- AAA credit ratings from all three rating agencies on Wall Street, and the ability to sustain these ratings.

Update

“We do this using a state-of-the-art-business model based on the Baldrige Criteria; a focus on the customer; and a well-trained, highly accountable and accessible workforce. Notably absent from Coral Springs are layers of bureaucracy.”

Levinson concluded by saying, “We are proud to be the first local or state government in the nation to receive the Malcolm Baldrige National Quality Award.” He acknowledged “the Florida Sterling Council for its support and guidance every step along the way, and our business community for underwriting the cost of the Baldrige evaluation process and for being cheerleaders and ambassadors for change.”

In thanking members of the City Commission past and present, Levinson said, “It takes guts to check your politics at the door in order to make data-driven policy decisions.” He closed his remarks with thanks to the City of Coral Springs employees. “Your relentless and passionate pursuit of excellence is most responsible for turning our dream to reinvent government into a reality for the betterment of our community.”



Nonprofit

U.S. Army Armament Research, Development and Engineering Center (ARDEC)

Dr. Joseph A. Lannon, Director

“It is a tremendous honor to accept this prestigious Award on behalf of my co-workers at the United States Army Armament Research, Development and Engineering Center, also known as ARDEC.”

Lannon said that although he was standing in the spotlight, the men and women of ARDEC were the individuals deserving of congratulations and applause. “They have earned this distinction for our organization, the new high-technology Army, and the Department of Defense by embracing the Baldrige Criteria and other performance management tools that have made ARDEC what it is today.

“Two years ago, it wasn’t even possible for a government organization to apply for this honor. Today, because of hard work and an unbelievably strong commitment to our customer—the U.S. Warfighter—we are both the first Department of Defense and federal organization to achieve this wonderful distinction.

“We did so in order to become the best organization we can possibly be and provide the best products and support we can to the U.S. Warfighter. I believe that we are doing that exceedingly well, and this Award helps to affirm that belief. But make no mistake about it. We can and will do even better as we travel the road of continuous improvement.

“Four basic components—coupled with hard work, tenacity, and vision—have shaped ARDEC into the organization it is today:

- innovation in both product and process;
- persistence in the pursuit of excellence;
- external evaluation and continuous learning to accelerate improvement; and
- a culture that thinks like a ‘for profit’ great business with a bottom line.”

In closing, Lannon emphasized, “Our workforce is the cornerstone of our success. Additionally, our partners, suppliers, and collaborators in industry, academia, and other Army laboratories and military services deserve recognition and credit for working with us in a spirit of cooperation and dedication to a common set of goals in support of the Warfighter.”

recognition

Ceremony Recognizes Examiners—Annual Highlight for Staff

The Examiner Recognition Ceremony is one of the year's highlights for the Baldrige staff. The event reflects the high esteem in which all of Team Baldrige holds Examiners. Staff participation in this event is our opportunity to personally express our gratitude and admiration for all that Examiners do.

Jeff Lucas, Deputy Director of the Baldrige Program, moderated the event. He reminded everyone that he served for five years as an Examiner. "I'm very proud of that ...," he said. "It was one of the defining events of my professional life."



Photo Credit: Denease Anderson

Jeff acknowledged some of the challenges the "Class of 2007" Examiners faced: the new Independent Review form, the revised Consensus Review process, and the demise of Stages 1–3. "It's great to get you together to recognize the service you have given to the country," he said.

Jeff also read remarks from Letitia Baldrige.

"As you can see, I am not with you today, which makes me very sad. My absence is the result of many days of rain, which is as pleasing to people with bad arthritis as a royalty check from one's publisher that bounces.

"As the last of the original Baldrige tribe still alive, I report that I am still writing and lecturing, and have items coming along in the publishing tract. Please do look at my Web site, www.BaldrigeLewris.com.

"What makes me so happy to note is that the Baldrige Award program is still one of the best in the entire maelstrom of awards. There's the Nobel Prize, the Oscars, and all that, but the Baldrige Award is right up there! It's inspiring. It's exciting, it makes us proud.

"There would be no Baldrige Awards if it were not for you—the Examiners. You are the guts and the heart of it—the brains, too. Along with my congratulations on behalf of the Baldrige family to our Award Recipients this year, I send you my congratulations once again for having made it all possible."

John P. Friel, President and CEO of Medrad, Inc. (2003 Award Recipient—Manufacturing), and chairman of BNQP's Board of Overseers, referenced the traveling museum exhibit called "Bodies" in his remarks.

"The body works because all the separate systems come together and function. ...You (the Examiners) are the backbone of the Baldrige Program. You're the ones who do the heavy lifting, carry the heavy load, the many hours. Without you, the Program would fall apart. ...You are doing a tremendous service for your country."

David Branch, President of Branch-Smith Printing (a 2002 Award Recipient—Small Business) and Judge for the Baldrige Program, emphasized the role Examiners play in the Award Process.

"From the standpoint of the Panel of Judges, you provide data-driven analysis of the applicants. ...Last year was one of the most efficient processes we've had. ...On behalf of the panel of judges, I congratulate you on a wonderful job."

Harry Hertz, who considers Baldrige Examiners the lifeblood of the Program, quoted from *New York Times* best-selling author Sarah Ban Breathnach: "'Every time we remember to say thank you, we experience nothing less than heaven on earth...' The time you give is a true gift of the mind and heart, and for this, we are eternally grateful."

The ceremony included the presentation of certificates in recognition of the Examiners' service to the Baldrige Program and the nation.

Update

Four New Overseers and Chair Appointed

Kathleen Edmond, John R. Heer, Jr., Thomas H. Lee, Jr., and Jerry R. Rose have received appointments from Commerce Secretary Carlos Gutierrez for three-year terms on the Board of Overseers. Larry Katz has been appointed the Chairperson of the 2008 Board of Overseers. The Board of Overseers, which consists of distinguished leaders from all sectors of the U.S. economy, advises the Department of Commerce on the Baldrige National Quality Program.

Kathleen Edmond is the Chief Ethics Officer for Best Buy, Minneapolis, Minnesota. Dr. Thomas H. Lee, Jr., is an internist and cardiologist, and the Network President for Partners Community HealthCare, Inc., in Boston, Massachusetts. Jerry Rose is the Corporate Vice President for Cargill, Inc., in Wayzata, Minnesota. John Heer is the President and CEO of North Mississippi Health Services in Tupelo, Mississippi. Larry Katz is the President and owner of Dot's Diner Restaurants in Metairie, Louisiana.

New Judges and Chairperson Appointed

Commerce Secretary Carlos Gutierrez recently appointed three additional members to the 2008 Panel of Judges. The Panel functions as an advisory body to the Secretary of Commerce and ensures the integrity of the Award selection process. After reviewing the results of the Examiners' scoring of written applications, Panel members vote on which applicants merit site visits. The Panel reviews recommendations from site visits and recommends Award recipients.

Steven Hoisington has been Vice President of Quality and Reliability at Electro-Motive Diesels (EMD), Inc., in LaGrange, Illinois, since 2006. He is primarily responsible for global quality and reliability of EMD-designed and -manufactured locomotives. Additionally, Steve is a certified quality manager of the American Society for Quality (ASQ), a certified six sigma black belt and champion, and has served as both a Senior and an Alumni Examiner for our program.

Maryann Brennan has been President of Brennan Worldwide in Winston-Salem, North Carolina, since 1995. Her primary role is working with leadership and employee teams to facilitate organizational change. Maryann, who has served as a Senior Examiner for our program and participated in several other quality award programs, has held faculty positions in higher education. She is a former Vice President and Board Member for the Association for Quality and Participation (AQP) and a former ASQ Board Member.

Liza Nickerson Seltzer is Executive Vice President and COO of Applied Clinical Intelligence, LLC, in Bala Cynwyd, Pennsylvania. Prior to that she was Chief Administrative Officer and Treasurer. Liza's current role focuses on the overall operational and financial management of clinical research services. She comes to us with a strong background in small business management and an understanding of how to implement quality principles to achieve significant growth and success.

In addition to the new Judges, Secretary Gutierrez appointed Steven Heisey to serve as Chairperson of the Judges Panel for 2008. Steve is Vice President of Operations for Kalas Manufacturing Inc., in Denver, Pennsylvania, and has served as a Senior Examiner and Judge for our program.

2008 Improvement Day Planned for Two Venues

Improvement Day (I-Day) enables our stakeholders to provide input on all elements of the Baldrige Program. This year we are going to provide two ways in which you can participate. The first is the "traditional, face-to-face method," which is scheduled for Wednesday, July 30, at the National Institute for Standards and Technology (NIST) in Gaithersburg, Maryland. As in past years, those unable to attend I-Day will be able to provide input via a Web-based survey, e-mail, or regular mail for consideration by those who will be present at NIST and by the Baldrige staff. Directions for submitting comments via these methods will be available on the Baldrige Web site, www.baldrige.nist.gov, in late May.

In addition to the "traditional" method, we are developing an alternative way to conduct I-Day. This year we will pilot virtual focus groups, using the gotomeeting.com software. Two small focus groups on two of the I-Day topics

will take place one and two weeks, respectively, after our “face-to-face” sessions. Dates and topics will be announced soon. We look forward to trying this method of communication with our stakeholders, with the thought of transitioning I-Day to a totally virtual mode in the future.

2008 Workshop Scheduled for State and Local Quality Award Programs

On Monday and Tuesday, July 28–29, the Baldrige Program will host the annual Workshop for State and Local Quality Award Programs at NIST. The workshop has been scheduled to coincide with Improvement Day on Wednesday, July 30, to encourage attendance at both events.

Members of the Workshop Planning Team (Mike Belter, Alliance for Performance Excellence and American Electric Power Company; Kay Kendall, Sun Microsystems and MassExcellence; Mike Langridge, Iowa Recognition for Performance Excellence Program; and Liz Menzer, Wisconsin Forward Award) are planning a dynamic and interesting agenda. Stay tuned for more details.

Questions on the 2008 Workshop for State and Local Quality Award Programs may be addressed to the Workshop Planning Team above or to BNQP’s Zara Brunner at (301) 975-2001 or Jackie Calhoun at (301) 975-2555.

2008 Regional Conferences



The 2008 Regional Conferences will take place on September 16 at the Marriot Denver South at Park Meadows in Denver, Colorado, and October 3 at the JW Marriott New Orleans, in New Orleans, Louisiana. The conferences are being co-sponsored by Colorado Performance Excellence (CPex), the Louisiana Quality Foundation, The Alliance for Performance Excellence, and the Foundation for the Malcolm Baldrige National Quality Award, in conjunction with the Baldrige National Quality Program.

The conferences will feature plenary session presentations from the senior leaders of the five 2007 Award recipients—PRO-TEC Coating Company, Mercy Health System, Sharp HealthCare, the City of Coral Springs, and the U.S. Army Armament Research, Development and Engineering Center—as well as concurrent and town hall sessions featuring current and past Baldrige Award recipients.

Keep checking our Web site for the most current information, as well as for links to both conference registration and hotel reservations for the events.

Examiners as Ambassadors

The following Examiners, former Examiners, and Alumni Examiners reported outreach efforts between early February and late April or requested the portable exhibit and outreach material: Sue Alexander, Bridget Dewees, Joel Ettinger, Julia Gabaldón, Paul Grizzell, Denise Haynes, Mike Rosenblatt, Robert Stearns, Mike Strong, and Frank Toda. We thank all of these ambassadors for their outreach activities on behalf of the Baldrige Program. If you have conducted outreach efforts on behalf of the Program and wish to be recognized, please report your activities to our Outreach and Communications Team (OCT) via fax at 301-948-3716 or e-mail at nqp@nist.gov.

Searching for Examiners to Support New Programs—Mike Belter

Today, state quality award programs exist in only 36 states while efforts are underway to form programs in Indiana, Oregon, Montana, and South Dakota. These efforts are looking for support from former and current Baldrige Examiners. New York had to suspend operations in 2007; Mississippi’s and New Jersey’s programs were closed down. In addition, Hawaii, Idaho, Maine, North Dakota, Utah, West Virginia, and Wyoming lack programs. If you are interested in supporting or organizing efforts in these 14 states, please contact Mike Belter at mlbelter@aep.com. Mike is responsible for support for new programs provided by the Alliance for Performance Excellence, the network of state and local quality award programs.

...But Remember, Existing State and Local Programs Need Support Too!

Update

The 36 state and 6 regional/local quality award programs are always looking for support from former and current Baldrige Examiners. Go to the Baldrige Performance Excellence portal at www.baldrigepe.org to obtain contact information on these programs. The USA map will take you to your state's program Web site. And if you are already volunteering for your native state, consider the opportunity to join an Examiner team in another state—if members of your family live there, you'll certainly earn points with your mother by combining a site visit with a little time with your sister in Tacoma or your aunt in Savannah.

Baldrige Office On The Road

BNQP plans to exhibit at many conferences during the remainder of 2008. These conferences include:

- The American Society for Training and Development's (ASTD's) International Conference and Exposition in San Diego, CA, June 1–4
- The Association of Collegiate Business Schools and Programs (ACBSP) Annual Conference in New Orleans, LA, June 20–23
- The National Charter Schools Conference in New Orleans, LA, June 22–25
- Excellence in Government, in Washington, D.C., July 15
- The American Society of Association Executives (ASAE) Annual Conference, in San Diego, CA, August 16–19
- The Association of Small Business Development Centers (ASBDC) Fall Conference, in Chicago, IL, September 2–5
- The National Association for Health Care Quality's (NAHQ) Education Conference, in Phoenix, AZ, September 14–18
- The International City/County Management Association's (ICMA) Annual Conference, in Richmond, VA, September 21–24
- The Association for Manufacturing Excellence's (AME) Annual Conference, in Toronto, Canada, October 20–24
- The National Quality Education Conference (NQEC), in Reno, NV, November 16–18, and
- The Institute for Healthcare Improvement (IHI) National Forum on Quality Improvement in Health Care, December 8–11, in Nashville, TN.

We hope to see some of you at these events! Stop by and tell us what you're doing.

NIST to Host 2008 GEM Meeting

On October 15–17, BNQP will host the annual meeting of the Global Excellence Model (GEM) network at the National Institute of Standards and Technology (NIST) in Gaithersburg, Maryland. Composed of excellence models from Australia, Europe, India, Japan, Latin America, and Singapore, as well as BNQP, GEM provides a venue for the sharing of knowledge and experience about the development and implementation of excellence models. While in the United States, GEM members will have an opportunity to meet with the Foundation for the Malcolm Baldrige Quality Award as well as senior leaders from past Baldrige Award Recipients.

Update

The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award

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