For 25 years, the Baldrige Criteria have set the standard for organizational performance excellence. The 2013–2014 Criteria build on this tradition and feature a renewed focus on:

- innovation management, intelligent risk, and strategic priorities;
- social media;
- operational effectiveness; and
- work systems and core competencies.

Here’s what the Criteria have done for other organizations.

**Organizational Profile**

- **Leadership**
- **Strategic Planning**
- **Customer Focus**
- **Measurement, Analysis, and Knowledge Management**
- **Workforce Focus**
- **Operational Focus**

**City**

- Awarded more than $40 million in new and existing contracts annually for 6 years.
- Increased annual orders from repeat and international customers 32% and nearly 400%, respectively.

**Health Care System**

- Maintained a positive net operating income of more than $25 million per year while increasing uncompensated care from $110 million to $200 million.

**K–12 Public School System**

- Over 10 years, tripled the number of Advanced Placement exams taken, with 66% of students taking at least one, more than doubled the number of AP exams with scores of 3 or higher.

**Hospital**

- Decreased the risk-adjusted mortality rate by 24%—better than the top-decile level in its six-county region.

**Community College**

- Over 3 years, more than tripled the number of students who completed the core curriculum in preparation for transfer to a four-year institution.

**Government Agency**

- Achieved $3.22 billion in cost avoidance over 5 years.

**Small Business**

- More than doubled in size over 6 years; created more than $2.0 million in revenue annually for 6 years.

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• operational effectiveness; and
• work systems and core competencies.

Here’s what the Criteria have done for other organizations.

Government Agency
Achieved $2.12 billion in cost avoidance over 5 years

Hospital
Decreased the risk-adjusted mortality rate by 14%—better than the 25th percentile in its six-county region

Community College
Over 3 years, more than tripled the number of students who completed the core curriculum in preparation for transfer to a four-year institution

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Criteria for Performance Excellence

Whether your organization is large or small or is in the manufacturing, service, nonprofit, or government sector, you can use the Baldrige Criteria for improvement.

Sensual Liang, President and CEO, Baldrige Award winner, Montgomery County Public Schools

3.2 Customer Engagement: How do you serve customers' needs and build relationships? (10 points)

In your response, include answers to the following questions:

a. Competitive Environment
b. Comparative Data

Education Criteria for Performance Excellence

The Education Criteria stress student learning while recognizing that education organizations have varying missions. Whether your organization is K-12 school system, a college or university, or offers other types of educational programs and services, you can use the Baldrige Education Criteria for improvement.

Christopher Kersey, President, Board of Education, Baldrige Award winner, Montgomery County Public Schools

Health Care Criteria for Performance Excellence

The Health Care Criteria stress health care service delivery to patients while recognizing that the missions of health care organizations may differ. Whether your organization is an acute-care hospital or health system, is a long-term care organization, or offers other types of health care services, you can use the Baldrige Health Care Criteria for improvement.

Nancy Stollfus, CEO, Baldrige Award winner, Henry Ford Health System

In your response, include answers to the following questions:

3.2 Customer Engagement: How do you serve patients’ and other customers’ needs and build relationships? (10 points)

In your response, include answers to the following questions:

a. Strategic Context
b. Patient and Other Customer Segmentation

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"The Baldrige Criteria challenged us to become leaders by any measure, and we succeeded—seeing productivity, customer loyalty, employee engagement, and financial returns."

Sensual Liang, President and CEO, two-time Baldrige Award winner MEDIDZ2

Education Criteria for Performance Excellence

The Education Criteria stress student learning while recognizing that education organizations have varying missions. Whether your organization is a K-12 school system, a college or university, or offers other types of educational programs and services, you can use the Baldrige Education Criteria for improvement.

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"The Baldrige Education Criteria help us measure and analyze our performance in every corner of the school district and help us maintain a relentless focus on our main stakeholders—the students... The journey... is definitely worth the effort."

Christopher Kersky, President, Board of Education, Baldrige Award winner Montgomery County Public Schools

Health Care Criteria for Performance Excellence

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"Use of the Baldrige [Health Care Criteria] framework boosted our ability to deliver better care to our patients. And, in the end, that is the most important thing."

Nancy Schlitzing, CEO, Baldrige Award winner Henry Ford Health System

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Improve Your Performance.

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Here’s what the Criteria have done for other organizations.

**Organizational/Profile**

- **Leadership**
- **Strategic Planning**
- **Customer Focus**
- **Measurement, Analysis, and Knowledge Management**
- **Workforce Focus**
- **Operations Focus**

**City**

- Saved more than $40 million and 50,000 staff hours over 6 years.

**Health Care System**

- Maintained a positive net operating income of more than $25 million per year while increasing uncompensated care from $110 million to $200 million.

**K-12 Public School System**

- Over 10 years, tripled the number of Advanced Placement exams taken, with 66% of students taking at least one, more than double the number of AP exams with scores of 3 or higher.

**Hospital**

- Decreased the risk-adjusted mortality rate by 24%—better than the top-decile level in its six-county region.

**Community College**

- Over 3 years, more than tripled the number of students who completed the core curriculum in preparation for transfer to a four-year institution.

**Small Business**

- More than doubled in size over 4 years; earned more than $3 million to increase annually to 5 years.

**Government Agency**

- Achieved $12.2 billion in cost avoidance over 5 years.

**Manufacturer**

- Core return on investment at a 23% compound annual rate; increased annual orders from repeat and international customers 52% and nearly 60%, respectively.

**Hospita**

- Decreased self-rated mortality rate by 15%—better than the 50th percentile in its six-county region.

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