



Contents

ii About the Baldrige Excellence Framework

The Baldrige framework empowers your organization to reach its goals, improve results, and become more competitive. The framework consists of the Criteria, the core values and concepts, and the scoring guidelines.

v How to Use the Baldrige Excellence Framework

You can use this booklet as a reference, for self-assessment, or as the basis of an external assessment.

1 Health Care Criteria for Performance Excellence Overview and Structure

The Health Care Criteria include the Organizational Profile and seven interconnected categories.

3 Health Care Criteria for Performance Excellence Items and Point Values

4 Health Care Criteria for Performance Excellence

4 Organizational Profile

7 1 Leadership

10 2 Strategy

13 3 Customers

16 4 Measurement, Analysis, and Knowledge Management

19 5 Workforce

22 6 Operations

25 7 Results

29 Scoring System

Performance against Health Care Criteria items is scored on two evaluation dimensions: process and results.

32 Process Scoring Guidelines

33 Results Scoring Guidelines

35 How to Respond to the Health Care Criteria

This section explains how to respond most effectively to the Health Care Criteria item questions.

38 Core Values and Concepts

These embedded beliefs and behaviors form the foundation of the Health Care Criteria.

44 Changes from the 2019–2020 Baldrige Excellence Framework

46 Glossary of Key Terms

The glossary includes definitions of terms in SMALL CAPS in the Health Care Criteria and scoring guidelines.

54 Index of Key Terms

58 List of Contributors

On the Web

Health Care Criteria Commentary (<https://www.nist.gov/baldrige/baldrige-criteria-commentary-health-care>)

- This commentary provides the “why” behind the Health Care Criteria, as well as additional examples and guidance.

3.2 Customer Engagement: How do you build relationships with patients and other customers and determine satisfaction and engagement? (45 pts.)

a. Patient and Other CUSTOMER Experience

- (1) **Relationship Management** **HOW do you build and manage relationships with patients and other CUSTOMERS?** HOW do you
 - acquire patients and other CUSTOMERS and build market share;
 - manage and enhance your brand image;
 - retain patients and other CUSTOMERS, meet their requirements, and exceed their expectations in each stage of their relationship with you?
- (2) **Patient and Other CUSTOMER Access and Support** **HOW do you enable patients and other CUSTOMERS to seek information and support?** HOW do you enable them to access your services? What are your KEY means of patient and other CUSTOMER support and communication? HOW do they vary for different patient and other CUSTOMER groups or market SEGMENTS, as appropriate? HOW do you
 - determine your patients' and other CUSTOMERS' KEY support requirements, and
 - DEPLOY these requirements to all people and PROCESSES involved in patient and other CUSTOMER support?
- (3) **Complaint Management** **HOW do you manage patient and other CUSTOMER complaints?** HOW do you resolve complaints promptly and effectively? HOW does your management of complaints enable you to recover your patients' and other CUSTOMERS' confidence, enhance their satisfaction and ENGAGEMENT, and avoid similar complaints in the future?
- (4) **Fair Treatment** **How do your patient and other CUSTOMER experience PROCESSES ensure fair treatment for different patients, patient groups, other CUSTOMER groups, and market SEGMENTS?**

b. Determination of Patient and Other CUSTOMER Satisfaction and ENGAGEMENT

- (1) **Satisfaction, Dissatisfaction, and ENGAGEMENT** **HOW do you determine patient and other CUSTOMER satisfaction, dissatisfaction, and ENGAGEMENT?** HOW do your determination methods differ among your patient and other CUSTOMER groups and market SEGMENTS, as appropriate? HOW do your measurements capture actionable information?
- (2) **Satisfaction Relative to Other Organizations** **HOW do you obtain information on patients' and other CUSTOMERS' satisfaction with your organization relative to other organizations?** HOW do you obtain information on your patients' and other CUSTOMERS' satisfaction
 - relative to their satisfaction with your competitors; and
 - relative to the satisfaction of patients and other CUSTOMERS of other organizations that provide similar HEALTH CARE SERVICES or to health care industry BENCHMARKS, as appropriate?

c. Use of VOICE-OF-THE-CUSTOMER and Market Data

HOW do you use VOICE-OF-THE-CUSTOMER and market data and information? HOW do you use VOICE-OF-THE-CUSTOMER and market data and information to build a more patient-focused culture and support operational decision making?

Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 46–53).

Notes

3.2. Results for patient and other customer perceptions and actions (outcomes) should be reported in item 7.2.

3.2a(4). You should ensure that your approaches for managing patient and other customer relationships, enabling patient and other customers to seek information and support, and managing complaints promote equity and inclusion, and that they do not inadvertently discriminate

unfairly or inappropriately against specific patients or patient groups.

3.2b(1). Determining dissatisfaction should be seen as more than reviewing low satisfaction scores. It should be independently determined to identify root causes and enable a systematic remedy to avoid future dissatisfaction.

3.2b(2). Information you obtain on relative satisfaction may include comparisons with competitors; comparisons with other organizations that deliver similar health care services in a noncompetitive marketplace; or comparisons obtained through third-party surveys or surveys endorsed or required by payors, such as the Consumer Assessment of Healthcare Providers and Systems (CAHPS). Such information may also include information on why customers choose your competitors over you.

3.2c. Patient and other customer data and information should be used to support the overall performance reviews addressed in 4.1b. Voice-of-the-customer and market data and information to use might include aggregated data on complaints and, as appropriate, data and information from social media and other web-based or digital sources.

For additional guidance on this item, see the Health Care Criteria Commentary (<https://www.nist.gov/baldrige/baldrige-criteria-commentary-health-care>).