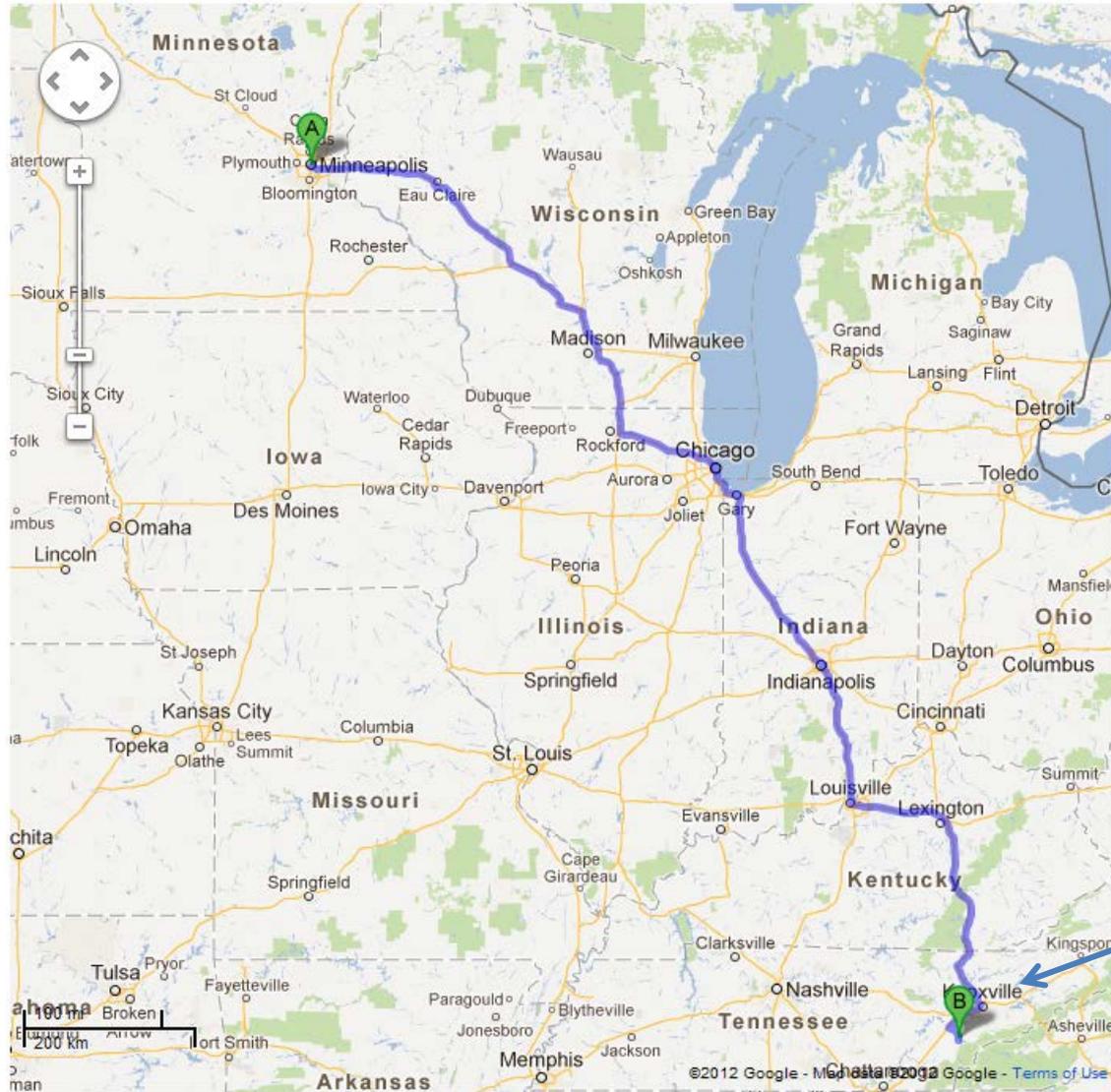


A Roadmap to HR and Organizational Success - The Baldrige Journey

**Bill Glaves, HR Business Partner
Children's Hospitals and Clinics of Minnesota**

Learning Objectives

- Describe the Baldrige Health Care Criteria items related to your workforce climate and engagement and how they link to senior leadership and strategic planning
- Identify specific strategies and actions that can be used to incorporate the Baldrige workforce focus criteria into your HR function and processes
- Share best practices with hospital leadership and HR leadership and staff



Excellence Way, TN

Baldrige Basics

- National program established by the Malcolm Baldrige National Quality Improvement Act of 1987 (yes, an act of Congress)
- Validated set of principles that can help any organization perform better
- Integrated Management System

Baldrige Basics

At its most basic level, it asks just 3 questions:

- Are you any good?
- Are you getting better?
- How do you know?

Baldrige Basics

Infrastructure set up throughout the country to help organizations figure out how to use the criteria in the operations, assess how well they are doing, and provide insight into how to do it better

The Beauty of Baldrige

The beauty of Baldrige is that ANYONE can use it

- High, middle and low performing
- Large, medium and small size
- Urban, suburban or rural
- System, hospital or even a department

The Beauty of Baldrige

- Tiered approach: basic, overall and multiple
- Question format: there are no right answers; just really good questions
- It connects the dots (linkages between workforce, leadership and strategy)
- Best practices: resources and examples abound inside healthcare (and outside)

The Beauty of Baldrige

- Allows you to get under the hood, dig into your organization
- Analysis and gap identification
- Priority setting for responding – the “vital few”

Integrated Management System

OP: Environment, Relationships and Strategic Situation



Integrated Management System

OP: Environment, Relationships and Strategic Situation



Structure of the Baldrige Criteria

- Main Category
 - Items within the Category
 - Basic Requirements
 - Overall Requirements
 - Multiple Requirements
 - Notes
 - Additional Information
 - Glossary

Structure of the Baldrige Criteria

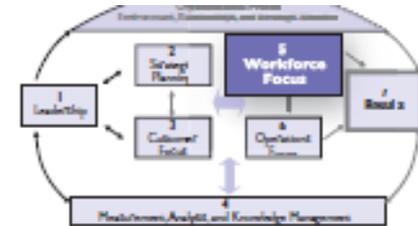
- Main Category with Brief Explanation **Cat 5**
 - Items within the Category **Items 5.1 and 5.2**
 - Basic Requirements **One sentence**
 - Overall Requirements **A few sentences**
 - Multiple Requirements **Subheadings and bullets**
 - Notes **helpful info just below item**
 - Additional Information **“see additional information on page xx”**
 - Glossary **definitions of key words**

A View from the Criteria Book

TITLE AND DESCRIPTION

5 Workforce Focus (85 pts.)

The *WORKFORCE Focus* category examines your ability to assess WORKFORCE CAPABILITY and CAPACITY needs and build a WORKFORCE environment conducive to HIGH PERFORMANCE. The category also examines HOW your organization engages, manages, and develops your WORKFORCE to utilize its full potential in ALIGNMENT with your organization's overall MISSION, strategy, and ACTION PLANS.



ITEM

5.1 Workforce Environment: How do you build an effective and supportive workforce environment? (40 pts.)

BASIC

Process

Describe HOW your organization manages WORKFORCE CAPABILITY and CAPACITY to accomplish the work of the organization.
Describe HOW your organization maintains a safe, secure, and supportive work climate.

Within your response, include answers to the following questions:

a. WORKFORCE CAPABILITY and CAPACITY

- (1) **CAPABILITY and CAPACITY** How do you assess your WORKFORCE CAPABILITY and CAPACITY needs, including skills, competencies, and staffing levels?
- (2) **New WORKFORCE Members** How do you recruit, hire, place, and retain new members of your WORKFORCE? How do you ensure that your WORKFORCE represents the diverse ideas, cultures, and thinking of your hiring and PATIENT and STAKEHOLDER community?

MULTIPLE

Workforce Focus

Category 5 - WORKFORCE FOCUS

- Item 5.1 examines your ability to assess workforce capability and capacity needs AND build a workforce environment conducive to high performance
- Item 5.2 examines how your organization engages, manages, and develops your workforce to utilize its full potential in alignment with your organization's overall mission , strategy, and action plans.

Workforce Focus – Item 5.1

BASIC

How do you build an effective and supportive workforce environment?

Workforce Focus – Item 5.1

OVERALL

- **Describe HOW your organization manages WORKFORCE CAPABILITY and CAPACITY to accomplish the work of the organization**
- **Describe HOW your organization maintains a safe, secure, and supportive work climate**

Workforce Focus – Item 5.1

MULTIPLE

a. **WORKFORCE CAPABILITY and CAPACITY**

(1) CAPABILITY and CAPACITY

- How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?

(2) New WORKFORCE Members

- How do you recruit, hire, place, and retain new members of your workforce?
- How do you ensure that your workforce represents the diverse ideas, cultures, and thinking of your hiring and patient and stakeholder community?

Workforce Focus – Item 5.1

MULTIPLE

a. **WORKFORCE CAPABILITY and CAPACITY (continued)**

(3) Work Accomplishment

- How do you organize and manage your workforce to achieve the following?
 - accomplish the work of your organization
 - capitalize on the organization's CORE COMPETENCIES
 - reinforce a patient , stakeholder , and health care focus
 - exceed performance expectations
 - address your strategic challenges and action plans

(4) WORKFORCE Change Management

- How do you prepare your workforce for changing capability and capacity needs?
- How do you manage your workforce, its needs, and your needs to ensure continuity, prevent workforce reductions, and minimize the impact of workforce reductions, if they do become necessary?
- How do you prepare for and manage periods of workforce growth?

Workforce Focus – Item 5.1

MULTIPLE

b. WORKFORCE Climate

(1) Workplace Environment

- How do you address workplace environmental factors, including accessibility, to ensure and improve workforce health, safety, and security?
- What are your performance measures and improvement goals for each of these workforce needs?
- What are any significant differences in these factors and performance measures or targets for different workplace environments?

(2) WORKFORCE Policies and Benefits

- How do you support your workforce via policies, services, and benefits?
- How are these tailored to the needs of a diverse workforce and different workforce groups and segments?

Workforce Focus – Item 5.2

BASIC

How do you engage your workforce to achieve organizational and personal success?

Workforce Focus – Item 5.2

OVERALL

- **Describe HOW your organization engages, compensates, and rewards your WORKFORCE to achieve HIGH PERFORMANCE**
- **Describe HOW you assess WORKFORCE ENGAGEMENT and use the results to achieve higher PERFORMANCE**
- **Describe HOW members of your WORKFORCE, including leaders, are developed to achieve HIGH PERFORMANCE**

Workforce Focus – Item 5.2

MULTIPLE

a. WORKFORCE PERFORMANCE

(1) Elements of ENGAGEMENT

- How do you determine the key elements that affect workforce engagement?
- How do you determine the key elements that affect workforce satisfaction?
- How are these elements determined for different workforce groups and segments ?

(2) Organizational Culture

- How do you foster an organizational culture that is characterized by open communication, high-performance work, and an engaged workforce?
- How do you ensure that your organizational culture benefits from the diverse ideas, cultures, and thinking of your workforce ?

Workforce Focus – Item 5.2

MULTIPLE

a. WORKFORCE PERFORMANCE (continued)

(3) PERFORMANCE Management

- How does your workforce performance management system achieve the following?
 - support high-performance work and workforce engagement
 - consider workforce compensation, reward, recognition, and incentive practices
 - reinforce a patient , stakeholder, and health care focus and achievement of your action plans

Workforce Focus – Item 5.2

MULTIPLE

b. Assessment of WORKFORCE ENGAGEMENT

(1) Assessment of ENGAGEMENT

- How do you assess workforce engagement?
- What formal and informal assessment methods and measures do you use to determine workforce engagement and workforce satisfaction?
- How do these methods and measures differ across workforce groups and segments?
- How do you use other indicators, such as workforce retention, absenteeism, grievances, safety, and productivity, to assess and improve workforce engagement?

(2) Correlation with Organizational RESULTS

- How do you relate your workforce engagement assessment findings to key organizational results reported in category 7 to identify opportunities for improvement in both workforce engagement and health care results?

Workforce Focus – Item 5.2

MULTIPLE

c. WORKFORCE and Leader Development

(1) LEARNING and Development System

- How does your learning and development system address the following factors for your workforce members and leaders?
 - your organization’s core competencies, strategic challenges, and accomplishment of its action plans, both short-term and long-term
 - organizational performance improvement and innovation
 - ethical health care and ethical business practices
 - patient and stakeholder focus
 - their learning and development needs, including those that are self-identified and those identified by supervisors, managers, and senior leaders
 - the transfer of knowledge from departing or retiring workforce members
 - the reinforcement of new knowledge and skills on the job

Workforce Focus – Item 5.2

MULTIPLE

c. **WORKFORCE and Leader Development (continued)**

(2) LEARNING and Development EFFECTIVENESS

- How do you evaluate the effectiveness and efficiency of your learning and development system?

(3) Career Progression

- How do you manage effective career progression for your entire workforce?
- How do you accomplish effective succession planning for management and leadership positions?

Senior Leadership Linkage

Item 1.1 Senior Leadership

- How do senior leaders:
 - deploy your organization’s vision and values... to the workforce? [1.1a(1)]
 - create a workforce culture that delivers a consistently positive experience for patients and stakeholders and fosters their engagement? [1.1a(3)]
 - create an environment for organizational and workforce learning? [1.1a(3)]
 - communicate with and engage the entire workforce ? [1.1b(1)]
 - take an active role in reward and recognition programs to reinforce high performance and a patient and health care focus? [1.1b(1)]
 - create a focus on action to accomplish the organization’s objectives, improve performance, and attain its vision– How do your senior leaders lead? [1.1b(2)]

Strategic Planning Linkage

Item 2.1 Strategy Development

- How do develop strategy without understanding your workforce needs and responding to conditions in the external economy/workforce?

Item 2.2 Strategy Implementation

- 2.2a(4) Workforce Plans
 - What are your key human resource or workforce plans to accomplish your short- and longer-term strategic objectives and action plans?
 - How do the plans address potential impacts on your workforce members and any potential changes to workforce capability and capacity needs?

Approach

“Approach” refers to

- the **methods** used to accomplish the process
- the **appropriateness** of the methods to the item requirements and the organization’s operating environment
- the **effectiveness** of your use of the methods
- the degree to which the approach is **repeatable** and **based on reliable data and information** (i.e., systematic)

Deployment

“Deployment” refers to the *extent* to which:

- your approach is **applied** in addressing item requirements **relevant and important** to your organization
- your approach is applied **consistently**
- your approach is **used (executed)** by all appropriate work units

Learning

“Learning” refers to:

- refining your approach through **cycles of evaluation and improvement**
- encouraging breakthrough change to your approach through **innovation**
- **sharing** refinements and innovations with other relevant work units and processes in your organization

Integration

“Integration” refers to the *extent* to which:

- your approach is **aligned** with your organizational needs identified in the Organizational Profile and other process items
- your measures, information, and improvement systems are **complementary across processes and work units**
- your plans, processes, results, analyses, learning, and actions are **harmonized** across processes and work units to support organization-wide goals

Workforce-Focused Outcomes – Item 7.3

- Summarize your organization's KEY WORKFORCE-focused RESULTS for your WORKFORCE environment and for WORKFORCE ENGAGEMENT.
- SEGMENT your RESULTS to address the DIVERSITY of your WORKFORCE and to address your WORKFORCE groups and SEGMENTS, as appropriate.
- Include appropriate comparative data.

Workforce-Focused Outcomes – Item 7.3

- Levels, Trends and Comparisons
- Results should relate to processes described in category 5, should be responsive to key work process needs described in category 6, and to your organization's action plans and human resource or workforce plans described in item 2.2.
- Responses to engagement should include measures and indicators you identified in response to 5.2b(1)

Workforce-Focused Outcomes – Item 7.3

- Safety, absenteeism, turnover, satisfaction, and complaints (grievances)
- Extent of training, retraining, or cross-training to meet capability and capacity needs
- Extent of union-management partnering
- Staffing levels across organizational units and certifications to meet skill needs
- Engagement measures

Workforce-Focused Outcomes – Item 7.3

The main emphasis should be on data that show effectiveness or outcomes

- Example, an outcome measure might be increased workforce retention resulting from establishing a peer recognition program
- Example: the number of promotions that have resulted from the organization's leadership development program

Cardinal of Minnesota

“if excellence delights, then is what we do designed to achieve excellence?”

Jack Priggen, Owner and CEO
Cardinal of Minnesota

Senior Leadership

**Work Systems
and Processes**

**Strategic
Planning**

Workforce

**Knowledge
Management**

**Customer
Focus**

Cardinal of Minnesota



What to Do First?

- Get started!
- Start where your system is, but don't wait to get started
- Get a copy of the full Baldrige Health Care Criteria and read it – criteria, additional information, and glossary
- Seek out your state program and investigate what resources they have to assist you

What to Do Next?

- Build resources
- Seriously consider sending one or more staff to evaluator/examiner training for your state program
- Many types of preliminary assessments are available, not all requiring large resource allocation
- Light many fires – try things

What to Do Next?

- Think about your own organization profile using the format provided by the criteria
 - The Organizational Profile is a snapshot of your organization, the key influences on how you operate, and the key challenges you face
 - Organizational Description: What are your key organizational characteristics?
 - Organizational Situation: What is your organization's strategic situation?

What to Do Next?

- Assess your current state – where are we? what support is there in leadership?
- Start asking and answering the questions inside of HR
- Complete a self-assessment identifying your areas of strength and your opportunities for improvement (OFI)
- Connect with a Baldrige winner

Self-Assessment from Baldrige Program

Criteria Category	Importance High, Medium, Low	For High-Importance Areas			
		Stretch (Strength) or Improvement (OFI) Goal	What Action Is Planned?	By When?	Who Is Responsible?
Category 5 – Workforce Focus					
<i>Strength</i>					
1.					
2.					
<i>OFI</i>					
1.					
2.					



Baldrige Award in Health Care

- Henry Ford Health System, Detroit, MI (2011)
- Schneck Medical Center, Seymour, IN (2011)
- Southcentral Foundation, Anchorage, AK (2011)
- Advocate Good Samaritan Hospital, Downer's Grove, IL (2010)
- AtlantiCare, Egg Harbor Township, NJ (2009)
- Heartland Health, St. Joseph, MO (2009)
- Poudre Valley Health System, Fort Collins, CO (2008)
- Mercy Health System, Janesville, WI (2007)
- Sharp HealthCare, San Diego, CA (2007)
- North Mississippi Medical Center, Tupelo, MS (2006)
- Bronson Methodist Hospital (2005), Kalamazoo, MI
- Robert Wood Johnson University Hospital Hamilton, Hamilton, NJ (2004)
- Baptist Hospital, Inc., Pensacola, FL (2003)
- Saint Luke's Health System, Kansas City, MO (2003)
- SSM Health Care, St. Louis, MO (2002)
- » Montgomery County Public Schools (2010)

Resources

1. Baldrige Performance Excellence Program, <http://www.nist.gov/baldrige/index.cfm>
2. Health Care Criteria for Performance Excellence (PDF file and self-analysis worksheet) http://www.nist.gov/baldrige/publications/hc_criteria.cfm
3. The Alliance for Performance Excellence, a non-profit network of national, state and local Baldrige-based award programs <http://www.baldrigepe.org/alliance/>
4. Performance Excellence Network (formerly the Minnesota Council for Quality) <http://www.councilforquality.org/>
5. The Baptist Health Care Journey to Excellence: Creating a Culture that WOWs! by Al Stubblefield (2003 Baldrige Award winner)
6. Comparison of Baldrige Award Applicants and Recipients with Peer Hospitals on a National Balanced Scorecard <http://www.nist.gov/baldrige/upload/baldrige-hospital-research-paper.pdf>



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