

# Baldrige in Health Care

Driving Organizational Excellence



*“We do this for one simple reason. We have found it saves lives.”*

– Rulon Stacey, former CEO, Poudre Valley Health System, a 2008 Baldrige Award recipient

## Baldrige organizations excel in many areas. . .

### *Clinical Outcomes*

- Sutter Davis Hospital, a 2013 Baldrige recipient, has had core measure scores reported to the Centers for Medicare and Medicaid Services (CMS) ranked in the top 10 percent nationally since 2010, including for acute myocardial infarction, congestive heart failure and pneumonia.
- At 2012 Baldrige recipient North Mississippi Health Services (NMHS), outpatient management of diabetes has met or exceeded the National Committee for Quality Assurance (NCQA) top-decile benchmark since 2008.
- The commitment to patient safety at 2011 Baldrige recipient Henry Ford Health System is emphasized through its evidenced-based global harm campaign to reduce or eliminate some 23 sources of harm. According to the Institute for Healthcare Improvement, this program is a national best practice.



**Sutter Davis Hospital, recipient of the 2010, 2011 and 2012 California Award for Performance Excellence Gold-Level and 2013 Baldrige Award**

### *Process Efficiency*

- Sutter Davis Hospital’s average door-to-doctor time in emergency has decreased from 45 minutes in 2008 to 22 minutes in 2012, well below the California benchmark of 58 minutes.
- NMHS’s innovative “Ideas for Excellence” program captures improvement suggestions from the workforce. The number of ideas submitted has more than doubled in the past five years to greater than 10,000 in fiscal year 2011, with approximately 40 percent accepted for implementation during that time.
- Southcentral Foundation, a 2011 Baldrige recipient, has achieved significant improvements in a number of key areas, including same-day access to care, which has led to a 50 percent decrease in costly emergency room and urgent care visits; a decrease in specialty care by about 65%; a decrease in primary care visits by 36%; and a decrease in hospital admissions by 53%.



**Henry Ford Health System, a 2007 Michigan Quality Leadership Award and 2011 Baldrige Award recipient**

### *Patient and Employee Satisfaction and Engagement*

- An organizational focus on people is reflected in Sutter Davis’ employee satisfaction and engagement scores, which exceed the top 10 percent of marks in a national survey database. Physician satisfaction shows sustained improvement over the past three years, increasing from 80% to 90%, attaining Press Ganey top 10% in 2011 and 2012.
- At NMHS, survey results show employee engagement was above 90 percent from 2008 through 2012, and that workers rated their job satisfaction as “best-in-class” in both 2010 and 2012.
- TopBox CAHPS overall satisfaction rating scores at 2011 Baldrige recipient Southcentral Foundation were 73.3 percent in 2011, significantly exceeding the CAHPS TopBox benchmark of 46 percent.

**How do we get started?** The Health Care version of the *Criteria for Performance Excellence* is available from the Baldrige Performance Excellence Program at [www.nist.gov/baldrige](http://www.nist.gov/baldrige). Commentary on the Criteria and other resources, including how to begin your performance excellence journey, also are available. For additional guidance, contact a Baldrige Enterprise state or affiliate program near you at [www.baldrigepe.org/alliance](http://www.baldrigepe.org/alliance).