Moving From Financial Performance to Achieving Excellence

A Conversation

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Who is RMPEx?

As a community of performance excellence champions, Rocky Mountain Performance Excellence is prepared to ignite, equip and accelerate your journey to exceptional performance.

We're a non-profit offering proven best practices, applied learning, practical feedback, and a collaborative network of role-model organizations and leaders.

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What drives RMPEx?

Our Vision ....

Ignite, equip, and accelerate all organizations to achieve sustainable excellence.

What guides RMPEx?

Our Mission …

Provide Baldrige-based guidance and support in partnership with our Role-Model Community.

HFMA - Purpose

The Healthcare Financial Management Association (HFMA) helps its members—both individuals and organizations—achieve optimal performance by providing the practical tools and solutions, education, industry analyses, and strategic guidance needed to address the many challenges that exist within the US healthcare system.

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Healthcare Challenges & Changes

Re-imagining
Leadership:

*A pathway for rural health
to thrive in a COVID-19 world*

A collaborative effort between

- **Clinical Care**
- **Communication**
- **Community**
- **Cross-System Collaboration**
- **Space**
- **Spending**
- **Staffing**
- **Statistics and Surveillance**
- **Supplies**

Source: https://cha.com/colorado-hospitals/rural-health-hospitals/

There is a financial component to each of these challenges or changes – shifting costs and changing payment models are a constant in healthcare today.

# Addressing Challenges through Performance Excellence

- **Healthcare is challenged daily to do more with less – it has become the constant in healthcare.**

- **Financial Performance is tied to achieving Quality Metrics & delivering Value and the processes that create them.**

- **Achieving Quality and Creating Value requires a focus on Continuous Learning – to achieve performance excellence organizations cannot just improve processes to work today, they must understand what that process must do to be successful tomorrow.**

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Performance Excellence Definition

An integrated approach to organizational performance management that results in (1) delivery of ever-improving value to customers and stakeholders, contributing to ongoing organizational success; (2) improvement of your organization's overall effectiveness and capabilities; and (3) learning for the organization and for people in the workforce.

Financial performance excellence requires a holistic view of how an organization operates.

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Performance Excellence is an Infinite Game
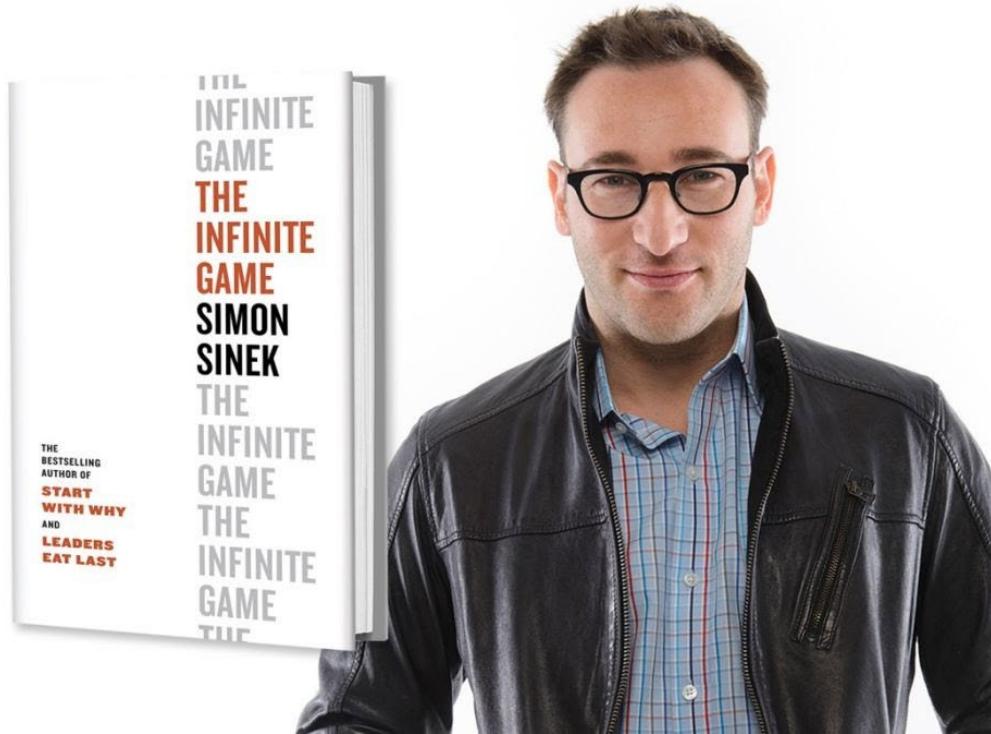
In a finite game, the game ends when its time is up, and the players live on to play another day.

In an infinite game, it's the opposite. It's the game that lives on and it's the players whose time runs out.

Because there is no such thing as winning or losing in an infinite game, the players simply drop out of the game when they run out of the will and resources to keep playing.

To succeed at the infinite game of business, we have to stop thinking about who wins or who's the best and start thinking about how to build organizations that are strong enough and healthy enough to stay in the game for many generations to come.

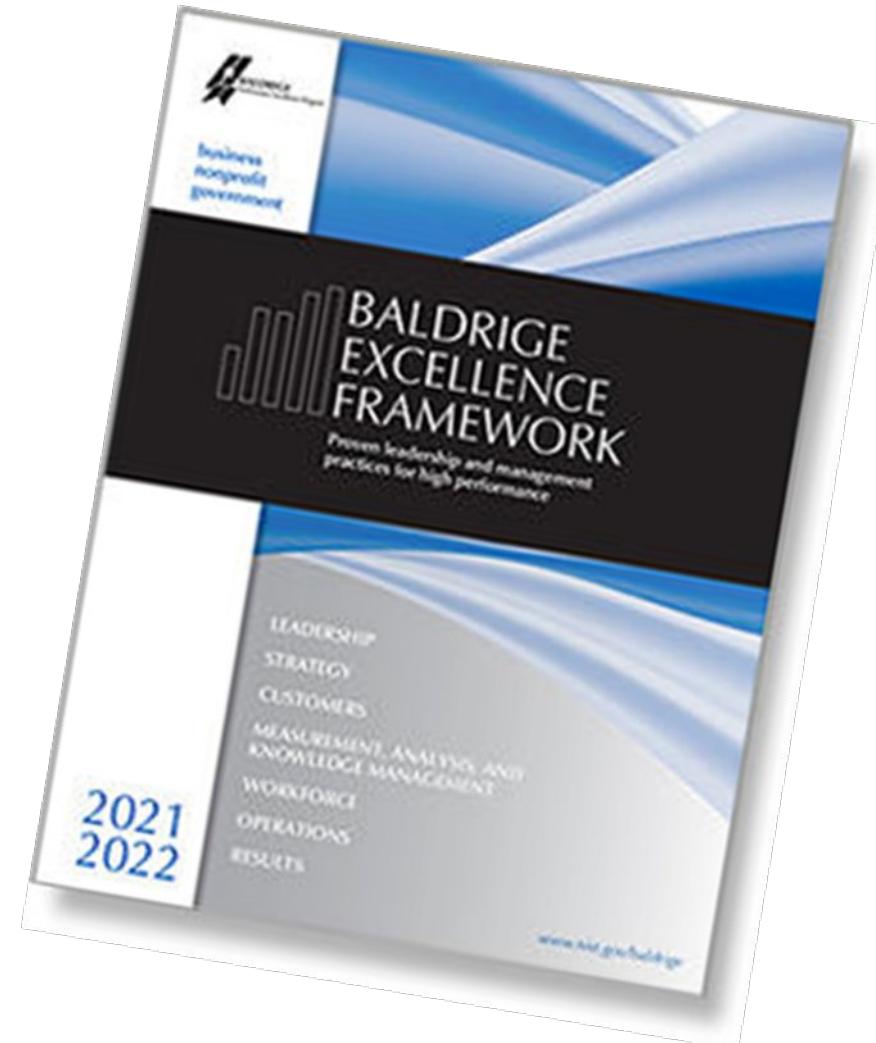**The Infinite Game – p.7**

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How to Play an Infinite Game

Every Organization Needs a Game Plan to Succeed Today

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The Baldrige Performance Excellence Framework

Creating a game plan requires knowing the right questions to ask.

The Framework provides the questions.

The Baldrige Criteria – Getting Started

1 Leadership

1.1 Senior Leadership
(1) HOW do SENIOR LEAD...
(2) HOW do SENIOR LEAD... ETHICAL BEHAVIOR?
(3) HOW do SENIOR LEAD... PARTNERS, and KEY C...
(4) HOW do SENIOR LEAD...
(5) HOW do SENIOR LEAD... MISSION?

1.2 Governance and S... organization and ...
(1) HOW does your orga...
(2) HOW do you evaluate... board?
(3) HOW do you address... concerns with your p...
(4) HOW do you promot...
(5) HOW do you incorpo... operations?
(6) HOW do you actively...

2 Strategy

2.1 Strategy Dev...
(1) HOW do you c...
(2) HOW does you...
(3) HOW do you c... strategic plann...
(4) HOW do you c... which by exter...
(5) What are your... GOALS?
(6) HOW do your... potentially con...

2.2 Strategy Imp...
(1) What are your...
(2) HOW do you I...
(3) HOW do you e... achievement o...
(4) What are your... OBJECTIVES an...
(5) What KEY PER... and EFFECTIVE...
(6) For these KEY... PROJECTIONS f...
(7) HOW do you r... and rapid exec...

3 Customers

3.1 Customer Expect... determine produ...
(1) HOW do you listen t... information?
(2) HOW do you listen t...
(3) HOW do you determ...
(4) HOW do you determ...

3.2 Customer Engage... customers and de...
(1) HOW do you build a...
(2) HOW do you enable...
(3) HOW do you manag...
(4) HOW do your CUSTO... CUSTOMERS, CUSTO...
(5) HOW do you determ...
(6) HOW do you obtain... to other organizatio...
(7) HOW do you use VO...

*For health care organizations, "cus... other third-party payors).
For education organizations,"custor... parents).

4 Measurement, Analysis, and Knowledge Management

4.1 Measurement, Analysis, and Improvement o... Performance: How do you measure, analyze... improve organizational performance?
(1) HOW do you track data and information on daily operatio... PERFORMANCE?
(2) HOW do you select comparative data and information to s... making?
(3) HOW do you ensure that your PERFORMANCE measuremen... unexpected organizational or external changes and provid...
(4) HOW do you review your organization's PERFORMANCE an...
(5) HOW do you project your organization's future PERFORMAN...
(6) HOW do you use findings from PERFORMANCE reviews to ... improvement and opportunities for INNOVATION?

4.2 Information and Knowledge Management: H... information and your organizational knowle...
(1) HOW do you verify and ensure the quality of organization...
(2) HOW do you ensure the availability of organizational data...
(3) HOW do you build and manage organizational knowledge...
(4) HOW do you share best practices in your organization?
(5) HOW do you use your knowledge and resources to embed... organization operates?

Terms in SMALL CAPS are defined in

5 Workforce

5.1 Workforce Environ... supportive workfo...
(1) HOW do you assess yo...
(2) HOW do you recruit, h...
(3) HOW do you prepare ...
(4) HOW do you organize...
(5) HOW do you ensure w...
(6) HOW do you support ...

5.2 Workforce Engage... retention and high...
(1) HOW do you determi...
(2) HOW do you assess W...
(3) HOW do you foster an... HIGH PERFORMANCE, a...
(4) HOW does your WORK... PERFORMANCE?
(5) HOW does your LEARN... your WORKFORCE men...
(6) HOW do you evaluate...
(7) HOW do you manage ...
(8) HOW do you ensure th... and career developme... and different WORKFO...

*For health care organizations, "prod...
For education organizations, "produc...
See www.nist.gov/baldrige/publicatio...

6 Operations

6.1 Work Processes: H... your key products...
(1) HOW do you determi...
(2) What are your organi...
(3) HOW do you design y...
(4) HOW does your day-t... PROCESS requirement...
(5) HOW do you determi...
(6) HOW do you improve... and PROCESS PERFORM...
(7) HOW do you manage...
(8) HOW do you pursue y...

6.2 Operational Effect... effective managem...
(1) HOW do you manage...
(2) HOW do you ensure t... and information and ...
(3) HOW do you provide ... in your workplace?
(4) HOW do you ensure t... disasters, emergencie...

7 Results

7.1 Product and Process Results: What are your product performance and process effectiveness results?
(1) What are your RESULTS for your products and your CUSTOMER service PROCESSES?
(2) What are your PROCESS EFFECTIVENESS and efficiency RESULTS?
(3) What are your safety and emergency preparedness RESULTS?
(4) What are your supply-network management RESULTS?

7.2 Customer Results: What are your customer-focused performance results?
(1) What are your CUSTOMER satisfaction and dissatisfaction RESULTS?
(2) What are your CUSTOMER ENGAGEMENT RESULTS?

7.3 Workforce Results: What are your workforce-focused performance results?
(1) What are your WORKFORCE CAPABILITY and CAPACITY RESULTS?
(2) What are your workplace climate RESULTS?
(3) What are your WORKFORCE ENGAGEMENT RESULTS?
(4) What are your WORKFORCE and leader development RESULTS?

7.4 Leadership and Governance Results: What are your senior leadership and governance results?
(1) What are your RESULTS for SENIOR LEADERS' communication and engagement with the WORKFORCE, PARTNERS, and CUSTOMERS?
(2) What are your RESULTS for GOVERNANCE accountability?
(3) What are your legal and regulatory RESULTS?
(4) What are your RESULTS for ETHICAL BEHAVIOR?
(5) What are your RESULTS for societal well-being and support of your KEY communities?

7.5 Financial, Market, and Strategy Results: What are your results for financial viability and strategy implementation?
(1) What are your financial PERFORMANCE RESULTS?
(2) What are your marketplace PERFORMANCE RESULTS?
(3) What are your RESULTS for achievement of your organizational strategy and ACTION PLANS?

Terms in SMALL CAPS are defined in the Glossary of Key Terms (pages 16–18).

To Explore in greater detail, download the Baldrige Excellence Builder at
https://www.nist.gov/system/files/documents/2021/01/29/2021-2022-baldrige-excellence-builder.pdf

The Baldrige Criteria – Sample Key Questions

How do you conduct your strategic planning?

How do senior leaders communicate with and engage the entire workforce, key partners, and key customers?

How do you listen to, interact with, and observe customers to obtain actionable information?

How do you build and manage organizational knowledge?

How do you prepare your workforce for changing capability and capacity needs?

What are your organizations key work processes?

How do you know your results are good/great?
- Product and Process
- Customer
- Workforce
- Leadership
- Financial

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The Baldrige Excellence Conundrum

The beauty of the Baldrige Excellence Framework is that the Baldrige Criteria are not prescriptive; the challenge of the Baldrige Excellence Framework is that the Baldrige Criteria are not prescriptive.

The strength of the Framework comes from its ambiguity, its ability to be applied to any organization and to enable comparison between all organizations regardless of sector.

The Criteria reflect a national standard for performance excellence derived from high performing organizations representing all sectors.

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The Baldrige Performance Lenses

A Approach

D Deployment

L Learning

I Integration

Le Levels

T Trends

C Comparisons

I Integration

Assessing Organizational Performance is made easier using two Framework tools.

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Why does Performance Excellence Matter?

Every organization is on a performance excellence journey, for some it's structured and well defined, for the rest it's ad hoc and chance.

Every organization is challenged to do more with less, which means organizations must constantly improve work to be successful.

Improving work requires engaging in conversations about how work is done, which requires a framework to shape the discussion.

The Baldrige Criteria are proven a framework that shapes any discussion to improve work and move the journey toward success.

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Want to learn more?

RMPEx helps organizations assess their performance through a formal recognition process based on the Baldrige Performance Excellence Framework.

The process utilizes trained, volunteer examiners. Consider becoming a RMPEx examiner.

Consider attending in our Role-Model Experience Day.
An all-day (virtual and live) deep dive into the processes of Elevations Credit Union – a 2-time national recipient of the Baldrige Performance Excellence Award.
Send me your email address and I will provide you with two complimentary passes.
One for you and one for a member of your organization's leadership team.
For more information check out www.rmpex.org

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Questions

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