Sample Process Strength Comments

1.1

The applicant's systematic approaches to setting and deploying its mission, vision, and values (MVV) help establish the direction for the entire organization. The MVV are set during the SPP (Figure 2.1-1) and deployed through the applicant's Leadership System (Figure 1.1-1) and numerous other mechanisms (Figure 1.1-2). In 2008, the applicant refined its vision using an approach based on one of a Baldrige Award recipient.	a(1)

XXX demonstrates a systematic process for developing, deploying, and integrating its mission, vision, and values. The mission, vision, and values are set by senior executives through a series of meetings and reviewed by an outside consultant for opportunities for improvement. They are deployed using multiple methods including posting in the facilities as well as on the company's intranet site. The mission, vision and values are revisited each year through the integration of the strategic planning process. This approach ensures that XXX can carry out its mission to provide superior gaming entertainment from player, customer and associate perspectives.	a(1)

XXX's senior leaders demonstrate their commitment to legal and ethical behavior by reinforcing its importance during partner rounds and regularly scheduled meetings. New employees sign a code of conduct during the New Employee Orientation. All current partners receive further indoctrination from Senior Leaders during the annual compliance training where they sign a continued commitment card. By implementing this process, the applicant is firmly showing its commitment to their core values, most notably integrity.	a(2)

1.2

XXX's governance system and approach to ensuring accountability is centered on systematic monthly administrative reviews of departmental data. Each department head has specific governance and fiscal responsibilities that are reviewed in these monthly meetings. These responsibilities are linked to outcomes necessary for the achievement of the annual goals	a(1)

XXX has a systematic, well-deployed approach to evaluating senior leader performance, which is integrated with the organization's strategic plan. The performance of all senior leaders is evaluated according to a formal, annual review. Individual merit increases and variable compensation are driven by the results of the performance evaluations. This direct connection between evaluation and compensation effectively aligns individual performance to XXX's overall strategic direction.	a(2)

Sample Process Strength Comments

XXX addresses any public concerns with current and future services and operations by communicating bi-annually with the community through the Community Action Board. Information shared includes planned changes to the services and operations and how the changes may affect the community. The Leadership Team addresses any adverse impact on services and operations by assessing the current regulatory environment and making adjustments in the way they deliver quality patient care.	b(1)

2.1

The applicant's SPP (Figure 2.1-1) is aligned with key customer, workforce, and work process elements. Participants include the BOD, the EMC, the Marketing Team, branch and functional managers, and an external economist, and inputs/outputs include voice-of-the-customer (VOC) sources, regulatory watch data, and the Associate Capability and Capacity Planning Process (ACCPP).	a(1)

XXX follows an annual strategic planning process which begins with a review of prior year key indicators, includes the determination of strategic advantages and challenges, and ends with the establishment of new key indicators. The results of the process are communicated to the workforce through the regular employee communication meetings.	a(1)

XXX has identified its key strategic objectives as well as a timetable to accomplish them as provided in the Corporate Balanced Score Card (Figure 2.1-3). The goals XXX has set to achieve first are 1) Financial Growth, 2) Customer Satisfaction, 3) Product Improvement, 4) Performance Excellence and 5) Employee Satisfaction. The use of the strategic planning process to improve these objectives will help XXX fulfill its mission of providing superior service where customers and employees win	b(1)

2.2

XXX's strategic action plan modification process is well-integrated with various other processes and functions (e.g., FTE Committee, budgeting, customer listening and employee engagement) across the organization. The process includes senior leaders participating in monthly meetings to review plans and performance measures; listening for circumstances that may affect the original plan. This system of reviewing results, plans, and changing conditions followed by rapid action plan modification demonstrates organizational agility and allows XXX to quickly address competitive changes and/or strategic challenges.	a(6)

Sample Process Strength Comments

3.1

XXX has a systematic, well-deployed approach to customer listening for current patients and their families, which includes social media such as the XXX website and Facebook page. Web postings are consistently read by marketing representatives and questions are addressed by a hospital representative. Feedback from current patients, families and visitors – obtained via rounding, guest relations visits, surveys, web postings and comment cards – is collected and analyzed in the PATINFO system daily, and information is shared among managers and associates to provide positive reinforcement and opportunities for improvement. Immediate action is taken to resolve patient complaints. This consistent approach to customer listening and complaint resolution supports the XXX core competency of listening to customers	a(1)

XXX uses two methods: 1) the INTHS national survey, and 2) Market awareness studies to gauge satisfaction relative to competitors that provide similar service. INTHS provides the competitive information needed in order to change or update the Best Customer Program. Consumer Perception surveys provide baseline data that are used to review entities in the Knoxville market to drive the strategic planning process. The information helps XXX retain current patients and gain new patients via positive referral.	b(2)

3.2

XXX identifies actionable information used to meet the requirements and innovation opportunities for current and new patients, stakeholders and markets based on the Voice of the Customer (VOC) process, the complaint/grievance process and the "Study" phase of the PDSA cycle. These listening methods have helped identify when XXX should enter new markets. Proactive listening ensures that anticipated customer requirements, expectations and desires are addressed, supporting a focus on the future	a(1)

In support of the overarching strategy to provide Legendary Service while increasing the number of products per household, the Customer Life Cycle Matrix (Figure 3.2-4) helps associates manage customer relationships and build multiproduct relationships with customers based on their life stages and dependent status. Strategies segmented by stage (Figure 3.2-5) help retain customers, meet their requirements, and exceed their expectations.	b(1)

Sample Process Strength Comments

4.1

Performance analysis and review are achieved through regular review of 22 key measures listed in Figure 4.1-1. The results of these reviews are regularly communicated to the workforce through a variety of channels. The systematic review, analysis, and sharing are designed to help enable the organization to maintain its focus on near-term goals	b

By optimizing the use of performance projections, the applicant supports its core competency of agility. Performance is projected using performance review findings, comparative and competitive data, and extrapolated historical trends. The three alternate risk scenarios created during the SPP automatically adjust performance levels for the key performance indicators.	c(2)

4.2

XXX uses several approaches to ensure patient data accuracy and reliability, including software design and application, edit points in processes, error notifications with software processes, and more. Data are shared at point of need through various software applications designed specifically to share the information in a manner useful to the user. Continuing to develop software that ensures that the right people have the data they need to perform their work helps XXX remain organizationally more effective	a(1)

XXX tests all software and external hardware to ensure reliability, security and user-friendliness. Deployment for software patches and maintenance is automated. The software used at customer sites is continuously updated and refined through use of player feedback and focus groups. This approach reinforces XXX's focus on improvement and organizational learning	b(1)

Sample Process Strength Comments

5.1

XXX's systematic hiring process uses common recruiting techniques, including job boards to recruit a diverse selection of local talent from Southern Kentucky and Middle Tennessee. Retention is achieved by a comprehensive benefit package, competitive wages for comparable work, employee engagement, and a clean and award winning culture of safety. Cycles of learning are evident in the team tiered interviewing process	a(2)

A proactive approach helps the applicant increase capability and flexibility without increasing staffing levels. The applicant formalizes workforce planning through the ACCPP (Figure 5.1-1), aligned with the SPP. The Legendary Workforce Database provides information for departmental planning and facilitates management of current and emerging capability and capacity needs. The applicant avoids workforce reduction by controlling costs and backfilling positions selectively for specific skills.	a(1,4)

5.2

XXX's Performance Management system supports high-performance work through consistent deployment of the "Success Factors" system. This system ensures organizational alignment as individual goals are developed that are aligned with XXX's strategic goals and core competencies, and an incentive compensation plan supports high organizational performance via at-risk goals. The consistent deployment of these systems ensures alignment, fosters engagement and encourages high performance across the organization, consistent with the organization's "Model Community" component – "Culture of High Reliability."	a(3)

XXX assesses workforce engagement through the independent associate survey. The associate survey is conducted annually with at least a 90% response rate and results are segmented in a variety of ways (including location and functional department). Fifteen factors are addressed that relate to internal organizational effectiveness, quality of work, and fairness and rewards. Surveys also include qualitative feedback, and results are shared throughout XXX. Focus groups are established for key areas of importance. This approach supports leaders' understanding of the work environment and associate satisfaction, which has an effect on XXX's ability to carry out its mission.	b(1)

Sample Process Strength Comments

6.1

XXX consistently deploys multiple approaches to determining key work system requirements, including collecting "Voice of the Customer," open house events, town hall forums, leadership retreats, interdisciplinary committees, associate surveys, patient advocacy, and community events. This consistent deployment of multiple approaches ensures that various stakeholder viewpoints are represented and supports the organization's "Model Community" components of Diversity and Engagement	a(2)

Process owners/teams have identified performance measures/indicators and in-process measures (Figure 6.1-3) for assigned work processes, helping the applicant monitor, maintain, and improve process performance and provide consistent Legendary Service. After establishing upper and lower process-control limits, the teams verify conformance, fix obvious problems, eliminate special causes of variation, and identify and mitigate potential problems.	b(1)

6.2

XXX utilizes a systematic process to design work processes based on existing best-practices of healthcare models (via input from physicians and associates) that are vetted via a multidisciplinary systematic approach. XXX's design process includes evaluating appropriateness, cost-effectiveness, availability, and cost of new technology. Design concepts for key business and work processes leverage XXX's Core Competencies and address its Strategic Challenges.	b(1)

XXX uses PDSA, lean practices, and the A3 process to drive improvement throughout the organization. Its systematic approach includes the use of quality scorecards to identify key opportunities for improvement and weekly event classification meetings with department leaders to review the previous week's events. Recurring issues are discussed and reported back to associates through departmental huddles. Interdepartmental process improvements are planned and lessons learned are shared to prevent recurrence. This systematic approach is integrated with XXX's core strategic function of Performance Improvement.	b(3)

Sample Process OFI Comments

1.1

While XXX has a clear mission at the organizational level, this mission is not fully deployed throughout the multiple sub-levels of the organization. Employees and workers in disparate functions within the larger organization were unclear in connecting the mission of the institution with the mission of their department, or work function. By ensuring an understanding at all levels of the organizational mission, XXX may promote a more engaged workforce that benefits from a shared organizational direction through mutual investment and trust.	a, b

The applicant presents limited evidence of systematic evaluation and refinement of several key leadership approaches that support operational excellence and enhance sustainability. These include approaches for innovation, the LDS, legal and ethical approaches, and Legendary Service standards.	a, b

1.2

KTCRM has clearly identified key communities and activities that directly impact the groups they believe are most affected by their health care services. However, the evaluation process to determine effectiveness is not clearly defined, nor is workforce involvement in such initiatives. Clearly defining these objectives may aid in engaging customers and stakeholders.	b(2)

2.1

Although XXX deploys its goals through its Pillars, there are no timetables for completion of the strategic objectives. Failure to develop timetables with clearly defined targets for accomplishing the strategic objectives may make it difficult for the leadership team to monitor organizational performance effectively and adjust to strategic challenges such as the nursing shortage and rising cost of health care.	b(1)

The applicant does not appear to address several strategic objective considerations. These are the challenge of a retirement wave, which may affect workforce capacity planning; the community, which may hinder addressing the loss of public confidence; and innovations in products and operations, which may limit opportunities to gain market share.	b(2)

2.2

With a culture that promotes quick response and has general improvement orientation, XXX's approach to establishing and implementing action plans is based primarily on reacting to problems. Although such an approach has generally been effective for XXX, a more systematic evaluation, with a measurable improvement process, may prove more valuable, in terms of learning and innovation, in the long term.	a(1)

There is limited evidence that XXX has a systematic approach for deploying action plans to its workforce. Failure to achieve alignment and consistency in the implementation of action plans may result in significant resources being spent on activities that do not contribute to the Pillar goals and negatively impact organizational sustainability.	a(1)

3.1

XXX does not have a systematic process for tracking satisfaction relative to competitors. Without this information, it may be difficult for XXX to understand whether its declining year-over-year sales are due to general economic conditions, competitive issues, or other factors.	a(1)

3.2

It is not evident that the applicant fully deploys several customer support approaches. For example, the VOC Process (Figure 3.2-1) does not appear to be deployed to all 47 branches, the DirectServe Center, and the Mortgage Division. In addition, it is not clear that the Principles of Legendary Service (Figure 3.2-2) and Customer Service Standards (Figure 3.2-3) address former Widmark customers' support requirements.	a(1-3)

XXX lacks a method to systematically evaluate and improve its processes related to 3.2a (1) healthcare service offerings, 3.2a (2) patient and stakeholder support, 3.2a (3) patient and stakeholder segmentation, and 3.2a (4) patient and stakeholder data use. Failure to improve these processes may hamper the organization's ability to improve marketing, build a more patient-focused culture, enhance loyalty and identify opportunities for innovation.	a

4.1

Although XXX segments data according to its strategic objectives (OE and VOC), there are no data for Value our People (VOP). For example, there are no measures to demonstrate employee involvement in PI work groups nor are there any measures to track training on action plans and/or revisions. Collecting actionable data related to each strategic objective may aid XXX in accomplishing its mission, vision and values.	a(1)

There is no evidence that XXX utilizes its performance review findings and comparative data analysis to project future performance other than financial. Without alignment in this area, decision making may not be based on relevant data and information. And without accurate projections of future performance, XXX may not have enough time to implement critical changes necessary to remain excellent in healthcare, research and education.	c(2)

4.2

XXX relies heavily on individuals knowing when something is not right, and does not have a systematic process for evaluating or testing the accuracy or integrity of its data. Without a process for evaluating or testing its data integrity, XXX may make decisions based on incorrect information. This may impact its ability to fulfill its purpose.	a(1)

It is not evident that the applicant's mechanisms for sharing data and information are aligned with associates', suppliers', partners' and customers' preferred methods of communication. For example, the applicant does not appear to consider responsiveness to information requests when establishing these mechanisms. Considering stakeholders' preferences may help ensure that they receive the information they want, need, and can use.	a(3)

5.1

It is not clear how the applicant's plan to manage workforce change addresses periods of workforce growth, as all efforts appear to be focused on maintaining current capability and capacity. Considering the recent acquisition and the emerging core competency of mergers and acquisitions, planning to address possible workforce growth may be of particular significance.	a(4)

The processes used by XXX to build an effective and supportive workforce environment do not incorporate segmentation of the workforce. For example, physicians, volunteers and other key workforce members such as dietary, environmental services, and support staff are not identified by segment. Identification of common characteristics among these key workforce members and addressing their distinct needs and expectations may enable XXX to better manage workforce capacity, engagement, and retention while creating value for all workforce members	a, b

5.2

XXX performs employee engagement surveys every two years with seventy-three percent of employees participating in the most recent survey. However, only twenty percent of the survey results were acted upon despite clear negative trends. Through acknowledging the results and creating action plans, the organization may see improvement in the Service and People Pillar goal results, supporting XXX's belief that its employees are the organization's greatest asset. More frequent surveys may better address the rapidly changing healthcare landscape and support management by fact.	b(1)

XXX does not systematically evaluate and improve processes involved in engaging the workforce, including those related to learning and development, to achieve the organization and personal success necessary for the Center to maintain the position of leadership in the community.	a, b

6.1

While XXX is able to provide examples of how work system requirements have been improved, they do not demonstrate systematic evaluation and improvement of processes to determine key work system requirements. Improving the processes for determining these requirements may assist the center in meeting the strategic challenge of changes in regulations that frequently affect the center's underlying processes.	a

XXX does not have a systematic process for reviewing cost-related elements of its work system, including such aspects as service errors, rework, inventory, productivity, and customer warranty. Understanding and reviewing cost-related performance information may better enable XXX to fulfill its Purpose of being a Cost Efficient Producer (Figure P.1-2).	b(2)

6.2

Although XXX considers multiple inputs in the development of its work processes, it does not follow a systematic process. A well-ordered, repeatable process incorporating data and information, helps build in the opportunity for evaluation, improvement, and sharing, which can result in the improvement of overall organizational effectiveness.	a(1)

The applicant's Emergency Preparedness Plan (EPP; Figure 6.2-5) is not effectively deployed to associates at the Operations Center, the DirectServe Center, and the newly acquired mortgage company, including how their input is collected during step 1 ("Assess risk"). A systematic approach to determine and deploy emergency requirements may enable the applicant to better recover from emergencies.	c(2)

Sample Results Strength Comments

7.1

XXX's performance related to core measures demonstrates favorable trends. Particular improvement is noted specific to PCI time (Figures 7.1-7 and 8), which is a key metric for cardiac services. This continued improvement of performance supports XXX's strategic objective of Healthcare that Works and Healthcare that is Safe. Such results in cardiac care help to position the organization for strategic growth in cardiac services.	a

Results from the ERP Audit of Practice Drill Activities (Figure 7.1-18) that show consistent improvement support the applicant's core competency of agility, particularly its ability to make decisions quickly. Results improved over the period shown in all ten areas, including practice drill outcomes, training of associates, and follow-up resulting from reviews.	b(2)

7.2

Patient satisfaction measures in inpatient trends, outpatient trends and some of the indicators in HCAHPS results (Figures 7.2-2 through 7.2-3) are showing the beginning of favorable trends since 2008. Favorable performance in these measures is required for growth focused on quality outcomes, and is a key objective and pillar of the 4S Core Competency of Service.	a(2)

Several results reflect the applicant's focus on customer satisfaction and loyalty. The number of products per household (a key reflection of customer engagement and progress toward gaining a dominant "share of the wallet") has increased 25% since 1995 (7.2a[2]). In addition, from 2009 through second quarter 2010, the organization exceeded the benchmark for overall customer engagement (Figure 7.2-14).	a(2)

7.3

The results of XXX's Workforce Climate (Figures 7.3-6 through 8) show meaningful data with many graphs indicating favorable trends. Since safety is one of its core values, and is a stated strategic direction (provide "Healthcare that is Safe"), beneficial performance levels and favorable trends in this area impact overall workforce climate and contribute to accomplishing this strategic goal.	a(2)

Several survey results indicate that the applicant is maintaining its loyal and stable workforce. The percentage of associates assigning a 4 or 5 rating (out of 5) for overall satisfaction (Figure 7.3-1) steadily increased over four years, surpassing the 75th percentile benchmark each year, with similar increases for engagement levels and willingness to refer a friend (Figure 7.3-2). Also, *Financial Pulse Magazine* rates the applicant 23rd among best banking sector places to work.	a(3)

7.4

Sustained improvement in the percentage of strategic action plans accomplished, as well as in the impact of the plans (Figure 7.1-19), illustrates the applicant's improving capability to meet its most important strategic objectives. These results equal or surpass those of their respective top-quartile comparisons.	b

7.5

Results for Return on Equity (ROE) illustrate the applicant's ability to sustain its earnings performance relative to the industry. Overall ROE (Figure 7.5-1) exceeded the top-quartile comparisons during the period shown and is approaching the best comparison megabank, and ROE by Customer Group (Figure 7.5-2) is meeting or exceeding best-comparison benchmarks.	a(1)

XXX has achieved a favorable growth trend in obstetrics in both its primary and secondary markets as a result of its collaboration with the medical staff, strategic planning and investment in the redesign of the NICU and recruitment of nationally recognized perinatologists. This growth supports XXX's strategic goal for growth in women's services and positions it to remain the market leader in obstetrical care.	a(2)

Sample Results OFI Comments

7.1

Operational effectiveness measures do not have any comparative data, with the exception of a generally lower performing sister plant. Without industry comparative data, XXX is limited in its ability to manage by fact with respect to customer and marketplace issues.	a

Customer-focused product and process results include limited segmented data by, for example, location (Figure 7.1-3) and customer group (Figure 7.1-8). Additional segmentation may enhance the applicant's ability to apply root cause analysis—a key tool used by Trust Teams to identify opportunities for breakthrough improvements.	a

7.2

The applicant's results do not yet reflect the impact of its response to customer satisfaction declines after the Widmark acquisition. Overall satisfaction levels and satisfaction with CSR knowledge in all markets declined in the second half of 2010 (Figures 7.2-1 through 7.2-4, 7.2-6). Satisfaction with problem resolution was low for mortgage customers (Figure 7.2-8), and mortgages received more complaints than other products (Figure 7.2-10).	a(1)

7.3

Several workforce-focused results may highlight opportunities to strengthen workforce engagement as the competition for employees begins to increase. Associate Engagement ratings (Figure 7.3-2) remained relatively flat from 2008 to 2010 and are lower than the benchmark, and the Absenteeism Rate (Figure 7.3-7) increased slightly in 2009 and 2010.	a(3)

The only measure of workforce development tracked by XXX is the number of employees participating in tuition reimbursement. There is no data to reflect leadership development or employee training (other than the one measure in July 2011). Tracking workforce development initiatives may aid XXX in assessing workforce satisfaction and engagement.	a(4)

7.4

Limited results are provided for several senior leaders' communication and engagement with the workforce. Results for encouragement of two-way communication (Figure 7.4-2) include only attendance measures, and no results are provided for PMDP deployment, Trust Team involvement, rounding, job shadowing, or associates receiving health benefits for community service.	a(1)

7.5

No measures of financial performance are available. This data is not shared by the corporate parent. Scrap and units processed charts may reflect internal sales mix, but there are no clear measures of financial performance in terms of sales, cost savings or containment, return on invested capital, or other measures of efficiency or stewardship of stakeholders' investment. Without such data, BF may experience significant challenges in achieving its vision.	a(1)

Most market results are not segmented. For example, no data are provided for the 15 communities within the 3 regions or by the customer segments defined by the Customer Life Cycle Matrix (Figure 3.2-4) or Customer Engagement Cycle (Figure 3.2-5). Segmented data may help the applicant identify and focus needed improvements within its broad marketplace and diverse customer groups.	a(2)