

# “Defining Your Organizational Context: A Strategic Advantage”

## Learning Objectives

- Gain a better understanding of the Governor’s Quality Award Program
- Learn how writing an Organizational Profile can define your context and determine gaps that can be used for strategic planning

# Arkansas Institute for Performance Excellence History

Developed in 1995 by a team of volunteers with a variety of backgrounds and employers

44 states have Baldrige-based award programs

GQA Vision: “To advance performance excellence and economic vitality of participating Arkansas organizations through training, assessment, and recognition.”

GQA Mission: “The preferred resource and catalyst for excellence in organizational performance.”



# AIPE Organization

The Arkansas Institute for Performance Excellence (AIPE) administers the Governor's Quality Award program

AIPE is not-for-profit 501(c)3 organization

Partners with the Arkansas State Chamber of Commerce

Board of Directors

Board of Examiners

Advisory Board



# Services of the Arkansas Institute for Performance Excellence

- Applicant/Examiner Training
- Self-Assessment
- Coaching Services
  - Writing an application
- Seminars
  - Healthcare – “Engaging Arkansans for Better Healthcare Outcomes,” Tuesday, July 21, Embassy Suites Hotel, 5 CE Office of Long-Term Care
  - Manufacturing
  - Education
  - Business



# Baldrige Excellence Framework

## P. Preface: Organizational Profile

1. Leadership
2. Strategy
3. Customers
4. Measurement, Analysis, and Knowledge Management
5. Workforce
6. Operations
7. Results

# Value of Award and Process

## **AWARD**

Recognition

- Marketing
- Accreditations
- ISO Certifications

## **PROCESS**

Framework

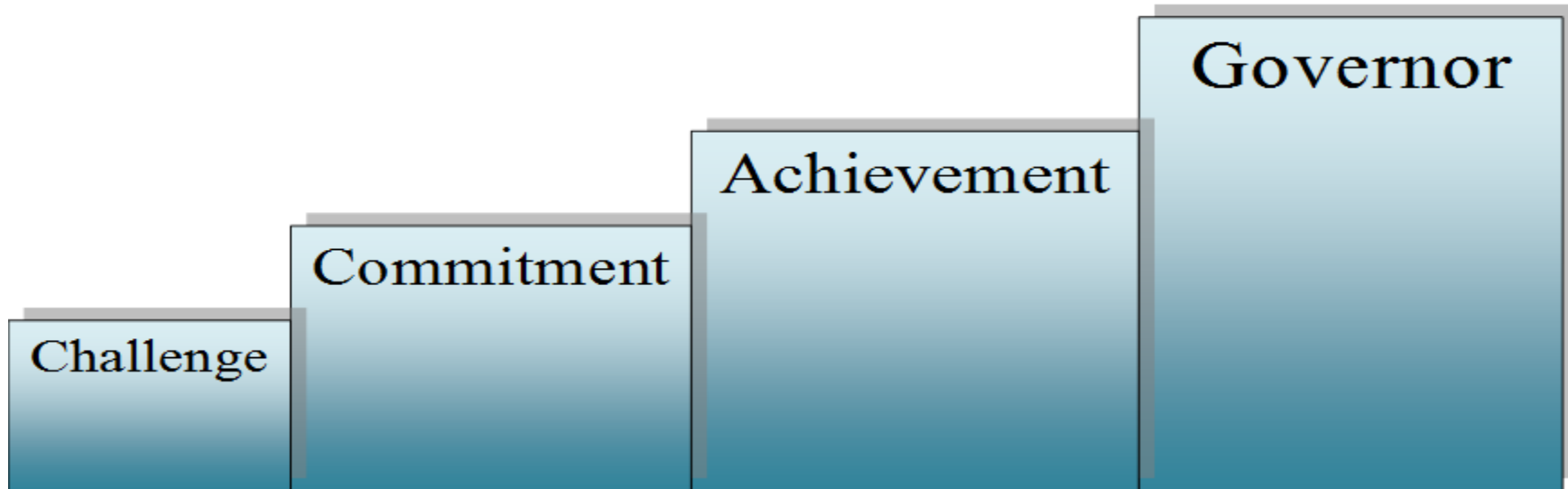
- Momentum
- Improvement



# Value of Feedback Report

- All levels of award receive a feedback report
- Lists Strengths and Opportunities for Improvement (OFIs)
- Non-prescriptive comments for improvement
- Multiple uses for feedback report
  - Strategic Planning
  - Improvement initiatives
  - Certifications and accreditations

# GQA Award Levels



Steps to Performance Excellence



# Importance of the Org Profile

- Sets the context for understanding your organization\*
- Helps identify gaps in key information and focus on key performance requirements and results\*
- Identify topics for which conflicting, little or no information is available to use for action planning\*

\* from *Baldrige Excellence Framework*



# Organizational Profile

## P.1 Organizational Description

- a Organizational Environment
- b Organizational Relationships

## P.2 Organizational Situation

- a Competitive Environment
- b Strategic Context
- c Performance Improvement System

# Key Business Factors Worksheet

## 2017 Healthcare Key Business Factors Worksheet

Questions	Responses
<b>P.1a Organizational Environment</b>	
<b>(1) Product Offerings</b>	
<ul style="list-style-type: none"> <li>• What are your HEALTH CARE SERVICE offerings?</li> <li>• What is the relative importance of each to your success?</li> <li>• What mechanisms do you use to deliver your HEALTH CARE SERVICES?</li> </ul>	
<b>(2) MISSION, VISION, and VALUES</b>	
<ul style="list-style-type: none"> <li>• What are your stated MISSION, VISION, and VALUES?</li> </ul>	
<ul style="list-style-type: none"> <li>• What are your organizations' CORE COMPETENCIES, and what is their relationship to your MISSION?</li> </ul>	

# Mission, Vision, Values

- Clear understanding of who you are
- What do you want to accomplish
- What senior leaders want you to become

# Core Competencies

- Greatest areas of expertise
- Strategic
- Central to fulfilling your mission
- Difficult to imitate; provide a competitive advantage

# Suppliers/Partners/Collaborators

- Serve different roles in your success
- Assist in providing competitive advantage
- Offer opportunity for innovation

# Competitive Environment

- Knowledge of your competitive position in your market and key collaborators
- Key changes affecting your competitive situation and how those changes can bring about innovation
- Use of data both comparative and competitive

# Strategic Challenges and Advantages

- Strategic challenges are generally externally driven and may relate to
  - Patients
  - Market needs or expectations
  - Workforce
- Strategic advantages are generally internally driven and may relate to
  - Core competencies



# Performance Improvement System

- Defined elements of your performance improvement system
- Methods of evaluation

2016

Malcolm Baldrige National Quality Award

Kindred Nursing and Rehabilitation -  
Mountain Valley



# Organizational Environment

- 68-bed skilled nursing facility in Kellogg, Idaho
- 68% long-term care residents; 32% short-term patients for rehabilitation
- 99 employees; 33 key volunteers



# Mission

To promote healing, provide hope, preserve dignity and produce value for each patient, resident, family member, customer, employee and shareholder we serve.

- Kindred N&R – Mountain Valley



# Core Competencies

- Greatest areas of expertise
- Strategic
- Central to fulfilling your mission
- Difficult to imitate; provide a competitive advantage

# Core Competencies

- Highly engaged workforce
- Resident/Patient Centered-Care
- Excellent customer service

*Kindred N&R – Mountain Valley*



# Strategic Challenges and Advantages

- Strategic challenges are generally externally driven and may relate to
  - Patients
  - Market needs or expectations
  - Workforce
- Strategic advantages are generally internally driven and may relate to
  - Core competencies

# Strategic Context

## Key strategic challenges

- Sustaining state and national clinical outcomes in the Top 10%
- Maintaining census
- Retirement age of the nursing staff

*Kindred N&R – Mountain Valley*



# Strategic Context

## Strategic advantages

- High customer satisfaction outcomes
- Seven-day a week rehabilitation
- Five-star rating for the past seven years
- Culture of performance excellence
- Strong commitment to the community
- Highly engaged staff
- Focus on workforce education

*- Kindred N&R - Mountain Valley*



# Strategic Planning Process

Step 1) Review and revise core competencies

Step 2) Conduct department SWOT analysis

Step 3) Define strategic advantages, strategic challenges and strategic opportunities

Step 4) Align objectives with Kindred's

Step 5) Select key measures

*- Kindred N&R, Mountain Valley*

# Performance Improvement System

- Defined elements of your performance improvement system
- Methods of evaluation

# Performance Improvement

Systematic approach to developing and deploying action plans through cycles of evaluation and improvement using PSDA and QAPI.

*- Kindred N&R, Mountain Valley*

# Do you know your...

- Mission, Vision, Values, and Core Competencies and role in strategy
- How suppliers/partners/collaborators aid in innovation
- Competitive environment
- Strategic challenges and advantages
- Performance improvement system

# Next Steps

Baldrige Performance Excellence Program

<https://www.nist.gov/baldrige>

Governor's Quality Award Program

Sue Weatter,

[sweatter@arkansasstatechamber.com](mailto:sweatter@arkansasstatechamber.com)

[www.arkansas-quality.org](http://www.arkansas-quality.org)

