



PROMOTING EXCELLENCE IN ARKANSAS

# ARKANSAS INSTITUTE FOR PERFORMANCE EXCELLENCE

April, May, June 2018



## It's not too late to apply for a Challenge Award in 2018!



Applications for the Challenge Award, which require a three- to five-page Organizational Profile and a Key Business Factors Worksheet, are due **July 1**. An Organizational Profile sets the context for understanding your organization; helps identify gaps in key

2017-2018 Business 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 main product offerings?</li> <li>What is the relative importance of each to your success?</li> <li>What mechanisms do you use to deliver your products?</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 organization's CORE COMPETENCIES, and what is their relationship to your MISSION?</li> </ul>	
<b>(3) WORKFORCE Profile</b>	

information and focus on key performance requirements and results; and identify topics for which conflicting, little or no information is available to use for strategic planning.\* The process of writing a Challenge award application can enhance accreditation processes such as the ISO 9001:2015 with a defined framework for creating an Organization Context.

As a Challenge applicant, you will receive a feedback report on your Profile and award recognition at the Governor's Quality Award Celebration at the Marriott Hotel in Little Rock on Thursday, September 13. Training is available by webinar for those writing a Challenge Award. If you are interested, contact Sue Weatter at [sweatter@arkansasstatechamber.com](mailto:sweatter@arkansasstatechamber.com) or 501-372-2222.

Recognition is the first thing that comes to mind, but for those that understand the process know it's about improving organizational performance. Preparing an application itself can be used as a system of accountability for continual improvement. It involves work (you don't just fill out a form), but the rewards are a thorough assessment of priorities, goals and results... **making sure everyone is on the same page**. Don't wait. Apply for a Challenge Award for 2018!

### Our Mission

To advance performance excellence and economic vitality of participating Arkansas organizations through training, assessment, and recognition.

### Our Vision

The preferred resource and catalyst for excellence in organizational performance.

## “A Hospital, A Hurricane, and ‘This Crazy Thing Called Baldrige’”

By Christine Schaefer

When Memorial Hermann Sugar Land Hospital earned the Baldrige Award in 2016, it boasted results such as

- Top 10 percent ranking nationally for emergency center arrival-to-discharge time, compliance with regulations to reduce medication errors, bed turnaround times, radiology and laboratory result turnaround times, and use of computerized physician order entry
- Workforce retention rates of 90 percent for employee partners, 100 percent for physician partners, and 90 percent for volunteer partners, all of which were comparable to or exceeded national benchmarks that year
- Highly favorable patient ratings—in the 90th percentile of Press Ganey comparison data—indicating customers were especially “likely to recommend” the hospital’s day surgery, emergency care, gynecology, orthopedics, and women’s health services and departments
- Three-year operating earnings (before interest, depreciation, and amortization) that exceeded Standard and Poor’s (S&P) national median for “AA”-rated nonprofit hospitals, plus an operating margin that met or exceeded the S&P benchmarks for the same group for four years

The community hospital southwest of Houston, Texas, continues to excel today. Last year, its focus on “bringing together quality, safety, and a family-caring-for-family approach”—complemented by use of the *Baldrige Excellence Framework*—guided its responses to a severe and unexpected challenge: the severe Hurricane Harvey and subsequent flooding of Houston and adjoining areas.

Efrain Solis is a senior project manager for Memorial Hermann Sugar Land. Reflecting on the devastating 2017 hurricane season, Solis said recently, “There were many acts of heroism, and some lessons we can impart.” Although other hospitals have well-established plans for managing extreme weather and other natural disasters, he added, what may be exceptional about Memorial Hermann Sugar Land was that “we wrapped our response around the Baldrige framework and focused on our core competencies and values.” Thus, making the tough decision to evacuate the hospital after Hurricane Harvey was not as tough, he said, noting that it aligned with patient safety, a core competency for the hospital.\*

*\* To read the rest of the story, go to <https://www.nist.gov/blogs/blogrige/hospital-hurricane-and-crazy-thing-called-baldrige>. Jason Glover with Memorial Sugar Land Hospital will be the featured speaker at the 2018 Governor’s Quality Award Healthcare Seminar on Tuesday, June 19 at the Embassy Suites Hotel in Little Rock. (See opposite page).*



Governor’s Quality Award  
 2018 Board of Examiners  
 Appreciation Luncheon  
 Tuesday, October 16 | 12 p.m.  
 Governor’s Mansion,  
 Little Rock



**2018 Governor's Quality Award Healthcare Seminar**  
**"Adapt and Overcome: Strategies for Agility in a Changing Industry"**

**Tuesday, June 19 | Embassy Suites Hotel, Little Rock | 8:45am - 3pm**  
 5.5 hours pending from the National Association for Healthcare Quality and Office of Long Term Care

**AGENDA**

- 8:45 - 9am **Welcome**
- 9 - 10:15am **"Category 6 Hurricane: Our Baldrige Survival Guide for Weathering Any Storm"**  
Jason Glover
- 10:15 - 10:30am **Break**
- 10:30 - 11am **"Recalculating Healthcare Transformation - Building a Patient-Centered Foundation to Allow Healthcare Providers Flexibility in Navigating New Models of Care"**  
Rhelinda McFadden, RN, CPHIMS, PCMH-CCE
- 11 am - 12pm **"Value versus Volume"**  
Beverly Nix-Stone, MHA, FACHE, CEO  
St. Bernards Medical Center, Jonesboro  
Dr. Susan Ward-Jones, MD  
East Arkansas Family Health Center, West Memphis  
Dr. Angie Norman, DNP, GNP, ACNP  
University of Arkansas Medical Sciences
- 12 - 1pm **Lunch**
- 1 - 2pm **"How Data Analytics is Transforming Healthcare and Driving Agility"**  
Amit Bhagat, MBA
- 2 - 3pm **"Organizational Transformation: Engaging the Head and the Heart"**  
Martha Davis

**FEATURED SPEAKERS**

**Jason Glover**  
 VP of Operations  
 Memorial Hermann Sugar Land Hospital –  
 Recipient of the 2016 Baldrige National Quality Award  
 Jason Glover joined Memorial Hermann Sugar Land Hospital as the VP of Operations in August 2017. He has been with the Memorial Hermann System for 4 years, most recently as Director of Operations at Memorial Hermann Greater Heights Hospital. Jason has over 10 years of experience spanning construction management and healthcare operations.



Find out what high reliability looks like for a small community hospital in Sugar Land, Texas that endured the 1,000-year flooding event created by Hurricane Harvey in 2017. Glover will share how Memorial Hermann Hospital's steady focus and agility helped them meet their challenge. You will come to understand how the elements of leadership, planning, workforce and customer focus, as well as strong process design and measurement systems can ensure your readiness to face any storm.

**Rhelinda McFadden**  
 Manager, PCMHPT/Quality Consultant  
 Arkansas Foundation for Medical Care



Rhelinda McFadden has more than 20 years of healthcare experience, with more than 15 years as a Registered Nurse (RN), and more than 10 years in healthcare quality improvement (QI) focused on primary care physician practices and government contracts. Mrs. McFadden is currently the manager of the AFMC patient centered medical home (PCMH) practice transformation team and has been with AFMC for more than 15 years.

**Amit Bhagat**  
 CEO, Amitech Solutions, St. Louis, Missouri



Amit has twenty-plus years of experience in helping clients succeed by developing information management, governance, business intelligence, advanced analytics, organizational design and performance management strategies and solutions. In an era of increasing change, Amit has worked extensively with clients in healthcare organizations to develop and implement growth strategies as well as drive measurable improvement in their operational performance by combining complex and innovative information-based technology solutions, culture, people and processes, all working in concert.

**Martha Davis**  
 Consultant, Performance Excellence Healthcare  
 Navigant Consulting, Inc., Chicago, IL



Martha Davis joined Navigant in 2017 after close to twenty-five years of consulting self-employment. She offers extensive experience in leadership and talent management, patient experience, and change management to enable organizations to create a culture of high performance and connection to purpose. She is highly focused on assessing and understanding clients' needs and co-creating solutions that enable measurable improvement, which includes significant expertise using evidence-based leadership, the Malcolm Baldrige quality framework, and the Kotter model to support clients in accomplishing outstanding organizational outcomes.

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**For more information, contact Sue Weather**  
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The Arkansas Institute for Performance Excellence, a private non-profit 501(c)(3) corporation, was established in 1994 for the purpose of supporting the broad-based use of quality principles throughout Arkansas to drive performance improvement. The organization, governed by a volunteer Board of Directors, is statewide and is incorporated in Arkansas, located in Little Rock. In November of 2008 the Board of Directors voted to enter into a partnership with the Arkansas State Chamber of Commerce, which provides facilities and administrative support and marketing and promotion assistance to the program.

The Arkansas Institute for Performance Excellence was founded by concerned Arkansas business leaders who understood the need to recognize companies reaching for the highest standards in their products, services and processes and who understood the need for organizations to have the tools and training to improve and to strive for performance excellence. The Board of Directors believe that by continuous improvement of our competitiveness in the global marketplace, we can help ensure more jobs, a stronger economy for our state, and a better tomorrow for all Arkansans. The Institute administers the Governor's Quality Award, an award process open to all organizations within the state, both for-profit and not-for-profit.

**Like the Arkansas Institute for Performance Excellence on Facebook!**

**Mark your calendars for the  
2018 Governor's Quality Award Celebration**

**Thursday, September 13 | Marriott Hotel, Little Rock**



**2018  
Governor's Quality Award Calendar**

Challenge Award Applications Due	July 1
2018 Governor's Quality Award Healthcare Seminar	June 19
Governor's Quality Award Celebration	September 13
2018 Process Improvement Meeting	September 14
Examiners' Appreciation Luncheon	October 16