**Baldrige Health Care Criteria Worksheet (2021) – Process and Results**

**1.1 Basic Question: HOW do your senior leaders lead the organization?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** | **Associated**  **Results** |
| 1 | 1.1a(1) | Vision & Values | HOW do senior leaders set your organization’s VISION and VALUES? |  | 7.4a1 |
| 2 | 1.1b | Communication | HOW do SENIOR LEADERS communicate with and engage the entire WORKFORCE, KEY PARTNERS, patients, and other KEY CUSTOMERS? |  | 7.3a3 |
| 3 | 1.1c(2) | Creating a Focus on Action | HOW do SENIOR LEADERS create a focus on action that will achieve the organization’s MISSION? |  | 7.4a1 |

**1.2 Basic Question: HOW do you govern your organization and make societal contributions?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** | **Associated**  **Results** |
| 4 | 1.2a(1) | Governance System | HOW does your organization ensure responsible GOVERNANCE? |  | *7.4a2 (not required to answer)* |
| 5 | 1.2b(1) | Legal and Regulatory Compliance | HOW do you address current and anticipate future legal, regulatory, and community concerns with your health care services and operations? |  | 7.4a3 |
| 6 | 1.2c(1) | Societal Well-being | HOW do you consider societal well-being and benefit as part of your strategy and daily operations? |  | 7.4a5 |

**2.1 Basic Question: HOW do you develop your strategy?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** | **Associated**  **Results** |
| 7 | 2.1a(1) | Strategic Planning Process | HOW do you conduct your strategic planning? |  | 7.5b |
| 8 | 2.1b(1) | Key Strategic Objectives | What are your organization’s KEY STRATEGIC OBJECTIVES and timetable for achieving them? |  | 7.5b |

**2.2 Basic Question: HOW do you implement your strategy?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** | **Associated**  **Results** |
| 9 | 2.2a(1) | Action Plans | What are your KEY short- and longer-term ACTION PLANS? |  | 7.5b |
| 10 | 2.2a(2) | Action Plan Implementation | How do you DEPLOY your ACTION PLANS? |  | 7.5b |
| 11 | 2.2a(5) | Performance Measures | What KEY PERFORMANCE MEASURES or INDICATORS do you use to track the achievement and EFFECTIVENESS of your ACTION PLANS? |  | 7.5b |
| 12 | 2.2b | Action Plan Modification | How do you recognize and respond when circumstances require a shift in ACTION PLANS and rapid execution of new plans? |  | 7.5b |

**3.1 Basic Question: HOW do you listen to your customers and determine products and services to meet their needs?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** | **Associated**  **Results** |
| 13 | 3.1a(1) | Current Customers | HOW do you listen to, interact with, and observe patients and other CUSTOMERS to obtain actionable information? |  | 7.2a1 |
| 14 | 3.1b(2) | Product Offerings | HOW do you determine health care service offerings? |  | 7.1a |

**Basic Question: HOW do you build relationships with customers and determine satisfaction and engagement?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** | **Associated**  **Results** |
| 15 | 3.2a(2) | Customer Support | HOW do you enable patients and other CUSTOMERS to seek information and support? |  | 7.2a(1) |
| 16 | 3.2a(3) | Complaint Management | HOW do you manage patient and other CUSTOMER complaints? |  | 7.2a(1) |

**4.1 Basic Question: HOW do you measure, analyze, & then improve organizational performance?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** | **Associated**  **Results** |
| 17 | 4.1a(1) | Performance Measures | HOW do you track data & information on daily operations & overall organizational PERFORMANCE? |  |  |
| 18 | 4.1a(2) | Comparative Data | HOW do you select comparative data and information to support fact-based decision making? |  |  |
| 19 | 4.1b | Performance Analysis and Review | HOW do you review your organization’s PERFORMANCE and capabilities? |  |  |

**4.2 Basic Question: HOW do you manage your information and your organizational knowledge assets?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** | **Associated**  **Results** |
| 20 | 4.2b(2) | Best Practices | HOW do you share best practices in your organization? |  |  |
| 21 | 4.2b(3) | Organizational Learning | HOW do you use your knowledge and resources to embed LEARNING in the way your organization operates? |  |  |

**5.1 Basic Question: HOW do you build an effective and supportive workforce environment?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** | **Associated**  **Results** |
| 22 | 5.1a(1) | Capability and Capacity | HOW do you assess your WORKFORCE CAPABILITY and CAPACITY needs? |  | 7.3a1 |
| 23 | 5.1a(3)  Change to 5.1a3 | WORKFORCE Change Management | HOW do you prepare your WORKFORCE for changing CAPABILITY and CAPACITY needs? |  | 7.3a1 |
| 24 | 5.1a(4) | Work Accomplishment | HOW do you organize and manage your WORKFORCE? |  | 7.3a1 |

**5.2 Basic Question: HOW do you engage your workforce for retention and high-performance?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** | **Associated**  **Results** |
| 25 | 5.2a(2) | Assessment of Engagement | HOW do you assess WORKFORCE ENGAGEMENT? |  | *7.3a3 not required to respond* |
| 26 | 5.2b | Organizational Culture | HOW do you foster an organizational culture that is characterized by open communication, HIGH PERFORMANCE, patient safety, and an engaged WORKFORCE? |  | *7.3a3 not required to respond* |
| 27 | 5.2c(4) | Career Development | HOW do you manage career development for your workforce and your future leaders? |  | 7.3a4 |

**6.1 Basic Question: HOW do you design, manage, and improve your key products and** **work processes?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** | **Associated**  **Results** |
| 28 | 6.1a(1) | Determination of Product and Process Requirements | HOW do you determine KEY health care service and WORK PROCESS requirements? |  | *7.1b1 not required to respond* |
| 29 | 6.1a2 | KEY WORK PROCESSES | What are your organization’s KEY WORK PROCESSES? |  | *7.1b1 not required to respond* |
| 30 | 6.1b(2) | Support Processes | How do you determine your key support processes? |  | *7.1b1 not required to respond* |
| 31 | 6.1c | Supply-Network Management | HOW do you manage your supply network? |  | *7.1c not required to respond* |

**6.2 Basic Question: HOW do you ensure effective management of your operations?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** | **Associated**  **Results** |
| 32 | 6.2a | Process Efficiency and EFFECTIVENESS | HOW do you manage the cost, efficiency, and EFFECTIVENESS of your operations? |  | *7.1b1 not required to respond* |
| 33 | 6.2b | Security and Cybersecurity | HOW do you ensure the security and cybersecurity of sensitive or privileged data and information and of key assets? |  | 7.1b2 |
| 34 | 6.2c(1) | Safety | HOW do you provide a safe operating environment? |  | 7.1b2 |
| 35 | 6.2c(2) | Business Continuity | HOW do you ensure that your organization Is prepared for disasters or emergencies? |  | 7.1b2 |

**7.1 Basic Question: What are your product performance & process effectiveness results?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** |
| 36 | 7.1a | Health Care and CUSTOMER-Focused Service Results | What are your health care RESULTS for your patient and other CUSTOMER service PROCESSES? |  |
| 37 | 7.1b(2) | Safety and Emergency Preparedness | What are your safety and emergency preparedness RESULTS? |  |

**7.2 Basic Question: What are your customer-focused performance results?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** |
| 38 | 7.2a(1) | Patient and other Customer Satisfaction | What are your patient and other CUSTOMER satisfaction and dissatisfaction RESULTS? |  |

**7.3 Basic Question: What are your workforce-focused performance results?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** |
| 39 | 7.3a(1) | Workforce and Capability & Capacity | What are your WORKFORCE CAPABILITY and CAPACITY RESULTS? |  |
| 40 | 7.3a(4) | Workforce Development | What are your WORKFORCE and leader development results? |  |

**7.4 Basic Question: What are your senior leadership & governance results?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** |
| 41 | 7.4a(1) | Leadership | What are your RESULTS for SENIOR LEADERS’ communication and engagement with the WORKFORCE, PARTNERS, patients and other CUSTOMERS? |  |
| 42 | 7.4a(3) | Law & Regulation | What are your legal and regulatory RESULTS? |  |
| 43 | 7.4a(5) | Society | What are your RESULTS for societal well-being and support of your KEY communities? |  |

**7.5 Basic Question: What are your results for financial viability and strategy implementation?**

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|  | **Criteria Reference** | **Area to Address Heading** | **Overall Question** | **Notes** |
| 44 | 7.5a(1) | Financial Performance | What are your financial PERFORMANCE RESULTS? |  |
| 45 | 7.5b | Strategy Implementation Results | What are your RESULTS for the achievement of your organizational strategy and action plans? |  |