

THE QUEST FOR EXCELLENCE



The Baldrige Community Celebrates the
30th Annual Quest for Excellence®
Baltimore, Maryland
April 8-11, 2018



BALDRIGE - America's Best Investment



Baltimore, MD – The 30th annual Baldrige Quest for Excellence® Conference, held from April 8-11, 2018, honored America's role-model organizations for 2017. Nearly a thousand senior leaders, quality professionals, friends, and supporters of Baldrige gathered to celebrate the accomplishments of the 2017 Baldrige Award recipients and to share best practices and to learn from one another.

"For 30 years now," said George Benson, Chair of the Baldrige Foundation Board of Directors and emcee for the award ceremony, "the Baldrige Program has been developing and recognizing role model organizations like these, and in so doing, has been triggering countless transformative economic and social chain reactions that have strengthened our country. Through your dedication to excellence and the wisdom you share, you are helping to build a more competitive economy and a better quality of life for all of us."

The highlight of the evening was the presentation of the Malcolm Baldrige National Quality Award to the 2017 recipients by Dr. Walter Copan, Undersecretary of Commerce for Standards and Technology and Director of NIST, the National Institute of Standards and Technology.

"We were honored to have Dr. Copan present the awards this year," said Al Faber, President and CEO of the Baldrige Foundation, the private-sector partner of the Baldrige Program. "As Walt said in his remarks, Baldrige is near and dear to both himself and to Commerce Secretary Wilbur Ross. In his relatively short time as NIST director, Walt has shown himself to be a true champion and ambassador for the Program and the Foundation."

"You are indeed a part of a movement for the economic strength of this country," said Dr. Copan, "and for the health, the well-being, and the education of our people. You are the ones who keep America competitive around the world. Thank you for being part of the Baldrige Program."

Those familiar with Baldrige have long understood its value, including a documented return on investment of \$820 in realized economic activity for each dollar spent on the Baldrige Program.

As Dr. Copan put it, "Malcolm Baldrige passionately believed that the quality of our products was the key to American prosperity, economic strength, and competitiveness, and history has proven him correct."

It was that recognition that was behind the decision in Congress to appropriate federal funds to support the Baldrige Program in 2018. “Thirty years, it is indeed a celebration!” exclaimed Dr. Copan. “And we are also celebrating the fact that after a hiatus the Congress has acknowledged the Baldrige Program and appropriated \$2.2 million in the current fiscal year.”

The celebration was highlighted by the presentation of the National Quality Awards. The 2017 honorees are:

- [Bristol Tennessee Essential Services](#), Bristol, TN, small business sector
- [Stellar Solutions](#), Palo Alto, CA, small business sector
- [City of Fort Collins](#), Fort Collins, CO, nonprofit sector
- [Adventist Health Castle](#), Kailua, HI, health care sector
- [Southcentral Foundation](#), Anchorage, AK, health care sector



On stage at the awards ceremony, these are the 2017 Malcolm Baldrige National Quality Award recipient leaders.

Baldrige Community Agrees to Seek Official Expansion to Seven Sectors

For the past several years there have been active efforts to develop the Baldrige Cybersecurity Excellence Builder and Communities of Excellence Frameworks. In meetings during the Quest Conference, representatives of the Baldrige Foundation, Baldrige Program, Baldrige Alliance and [Communities of Excellence 2026](#) agreed to pursue efforts to have “Communities” added as the official seventh Baldrige sector. The last expansion of the sectors was the inclusion of the nonprofit/government sector in 2007.

The Communities of Excellence 2026 initiative was founded in 2010 and incorporated in

2013 as a national, independent, nonprofit to advance the common good by providing a roadmap to sustainable community performance excellence. The roadmap allows communities to face their challenges with a proven framework, while demanding high performance and a commitment to achieve desired outcomes.

communitiesofexcellence2026

COE2026, the Baldrige Performance Excellence Program and the Baldrige Foundation believe that the systems approach to leadership, management, and continuous improvement found in the Baldrige Excellence Framework can be adapted to achieve performance excellence in communities. COE2026 supports and recognizes communities as they work together to systematically identify, implement, and sustain improvements that enrich the opportunities, health, and well-being of their people.

Throughout 2017, COE2026 continued to develop its assessment and recognition program for communities. In partnership with the Baldrige Performance Excellence Program and with the help of the Alliance for Performance Excellence, three levels of recognition were developed. The first level of the Communities of Excellence Recognition Program, the “Commitment to Community Excellence,” was announced in Spring of

2017. At this level, communities respond to the questions in the Community Profile section of the COE Framework, describing their mission, vision, and the key factors that lead to success. They also give an example of an improvement to a key initiative or process and describe the key results they will track related to the health, educational attainment, and economic vitality of the community. Recognition levels two and three are currently under development and will be released soon.

"The agreement at Quest represents the logical evolution of these efforts," said Foundation President and CEO Al Faber. "Having Communities included as an official sector will require significant planning and coordination with the Baldrige Program, NIST, the Department of Commerce, and eventually will require Congressional approval. But the benefits to communities throughout America will be worth the effort. We believe that using the Baldrige systems approach can draw together community leaders and focus them on solving their most complex problems."

Expanding Partnerships: Advocacy and Fundraising Efforts Pay Dividends

The focus of the Baldrige Foundation consists of two main efforts: Fundraising to provide operating resources for the Program and to rebuild the Foundation endowment, and second, Advocacy to retain public funding and commitment for the Program while promoting organizational performance excellence throughout the U.S. and the world.

"All of these efforts are about relationships," says Foundation President and CEO Al Faber. "No private entity is going to write you a check for a quarter- or a half-million dollars just because you ask for it, nor is a member of Congress likely to support a multi-million-dollar appropriation just because you filed the proper request."

"The key," says Faber, "is to turn the people who can make these investments into partners and supporters. And that requires time and effort. You have to first become a trusted source of information, then convince them of the value Baldrige delivers."



"The Foundation is excited to introduce its first professional publication this year that will help us achieve both of these goals," said Faber, "the Foundation's Journal of Performance Excellence. This is a detailed collection of new and curated content from around the Baldrige community. You may contact the Foundation or see our website for bound copies or [download an electronic version here.](#)"

In our advocacy efforts, we have been working with members of the House and Senate Commerce, Justice, Science and related Agencies (CJS) Subcommittees, and after more than two years, we are seeing results. As Foundation Board Chair George Benson said during remarks at Quest, "I'm sure most of you are aware, that the Omnibus Appropriations bill signed into law last month included \$2.2 million dollars for the Baldrige

Performance Excellence Program. That's the first time the Program has been included in the Federal Budget since funding was suddenly eliminated in 2012."

Foundation President and CEO Al Faber warned, however, that there is still much work to be done. "Maintaining these relationships going forward is an ongoing process. That is why George Benson and I took every opportunity at Quest to thank legislators, and in particular, Senators Richard Shelby of Alabama and Jeanne Shaheen of New Hampshire and the professional staff members of the CJS subcommittee for their support in the Senate."



The Foundation also thanked private supporters of the Baldridge Community, including returning Quest Platinum Sponsor [Ford Motor Company](#), new Foundation channel partner and Gold Quest Sponsor [SOAR Vision Group](#), Foundation Leadership Award Luncheon Sponsor [Navigant](#), Harry S. Hertz Leadership Award Founding Sponsor Ken Cohen, President and CEO of long-time Foundation supporter [the](#)

[Synergy Organization](#), and [Mid-America Transplant](#), sole sponsor of the 2017 Baldridge Award Ceremony and 30th Anniversary Celebration Dinner.

Examiner Recognition Ceremony

Each year more than 400 professionals from across all sectors of the economy serve the National Baldridge Performance Excellence Program as examiners. Hundreds more serve in state and regional Baldridge-based programs. They are, according to Foundation Board Chair George Benson, "the heart and soul of our Baldridge Community." Dr. Benson goes on to remind us, "All of these people are patriotic volunteers!"

Examiners provide the expertise to evaluate award applicants, and without them, there could be no Baldridge Award. The examiners also develop the feedback that provides the basis for process improvement, and without them, the benefits derived from the Baldridge Framework would



be lost. When Baldrige advocates talk about the 820-1 return on investment in Baldrige, the vast majority of that ROI is generated through the efforts of the examiners and judges.

There is a more direct measure of the value contributed by these volunteers. Dr. E. David Spong, leader of two Baldrige award-winning organizations in different sectors testified, “the awards are only the culmination of the evaluation process that scores of organizations undertake each year, both at the national level through the Baldrige Performance Excellence Program and through many parallel state and local programs. These evaluations are supported by the efforts of thousands of volunteer experts who help these organizations improve their performance and competitiveness. It is estimated that these volunteers, from all sectors of our



Excellence Program (BPEP), Bob Fangmeyer, current Director of BPEP, Curt Reimann, first BPEP Director, and George Benson, Baldrige Foundation Board Chair, presenting certificates of recognition during the Examiner Recognition Ceremony at the 30th Quest for Excellence Conference.

economy, each contribute over 120 hours annually, collectively 149,000 hours, at a conservative estimated value of \$8.8 million to improving U.S. organizations, as an act of patriotic service to their country.”

Time is set aside every year at Quest to recognize these great volunteers for their work. Each of the current examiners is recognized by name and invited to the stage where a cast of Baldrige luminaries present them with a certificate of appreciation for their work.

The examiner recognition ceremony has deep meaning for the volunteer examiners. Liz Menzer, Vice Chair of the Alliance for Performance Excellence and a long-time Baldrige examiner, put it this way.

“After any significant endeavor, I believe it is always worthwhile to reflect on what was learned and accomplished. Serving on the Baldrige Board of Examiners is a significant accomplishment, and the Examiner Recognition Ceremony is an important culminating event. Whether we served on teams together or not, my fellow Baldrige examiners are kindred spirits, and I appreciate the opportunity to celebrate their service. The special recognition of Dr. Reimann was especially meaningful, and the tribute to him and the early examiners was a thoughtful and important reminder of this aspect of the Baldrige legacy.”

Foundation Awards/Dr. Curt Reimann Baldrige Scholarship

The Malcolm Baldrige National Quality Award is presented to organizations that meet strict criteria to be considered role-model organizations. Foundation Leadership Awards are intended to recognize individual role model leaders. “Taken together,” said Foundation Board Chair George Benson, “these awards recognize the hard work and dedication—often over decades—of our Baldrige volunteers and staff, practitioners, and champions. Each, in their own way, has supported, promoted, and advocated for the Baldrige community.”

For 2018, the Foundation Awards included the sixth annual presentation of the Harry S. Hertz Leadership Award, the second presentation of the E. David Spong Lifetime Achievement Award, and two new awards, the Baldrige Awards for Leadership Excellence and the Dr. Curt Reimann Baldrige Scholarship.



"The Harry S. Hertz Leadership Award," said Dr. Benson, "recognizes an individual whose leadership behaviors are consistent with the Baldrige Core Values. While no one person in an organization can be credited with the achievement of that organization's performance excellence, this award recognizes role-model leader behaviors that have inspired, encouraged, challenged, and empowered others to achieve performance excellence."

"We are proud to present the 2018 Hertz Award to Nick Macchione, head of the County of San Diego Health and Human Services Agency. Nick leads a

large organization with nearly 6,500 employees, another 7,000 contract workers, and an annual budget of nearly \$2 billion," said Al Faber, President and CEO of the Baldrige Foundation.

"My own Baldrige journey started 25 years ago with another leader that was just on this stage," said Mr. Macchione, "with Deborah Bowen. In joining the American College of Healthcare Executives, she introduced me to a framework that is truly transformative, a framework that was not just for an organization, but a framework that was improving lives. That was why I dedicated my professional life to Baldrige."

"Applying Baldrige leadership and management principles embodied in the Performance Excellence Framework," said Faber, "Nick and his team have developed a world-class integrated service delivery system for health, housing, and human services, directly and positively impacting the lives of millions of customers."



"To receive the E. David Spong Lifetime Achievement Award," according to Dr. Benson, "an individual must have made sustained, exceptional, and far-reaching contributions to the Baldrige community in a manner worthy of recognition at the national level. This award recognizes the entirety of an individual's career, and honors those who inspire others to do the same."

"It is fitting," Dr. Benson continued, "to present the 2018 Lifetime Achievement Award to the person credited with running the purest Baldrige Colony on the Planet, Larry Potterfield, Founder and CEO of two-time Baldrige Award-winning and industry leader MidwayUSA."

"This award recognizes an individual who has performed truly extraordinary service and made a sustained impact which will inspire future generations of leaders in the pursuit of Baldrige," said Foundation President



and CEO Al Faber. “Larry Potterfield is the embodiment of Baldridge Values, and we are honored to present him with this award.”

In accepting the award, Mr. Potterfield said, “If, indeed, MidwayUSA is the purest Baldridge colony on the planet, I challenge each of you in the Baldridge community to also be pure Baldridge colonies, because America and the Baldridge community need more than one.”

“Larry has served as an ambassador and champion for the Baldridge

Framework,” continued Faber, “but he doesn’t just talk the talk. In 2013, Larry made a \$1 million pledge — still active— to be paid to the first Missouri K-12 public school district that receives the Baldridge National Quality Award. Larry’s commitment to Baldridge, Missouri public schools, and the greater Baldridge community over his lifetime, is precisely what this award is intended to underscore.”

In introducing the new Baldridge Awards for Leadership Excellence, Dr. Benson noted, “The purpose of the Baldridge Awards for Leadership Excellence is to recognize individuals who actively support the Baldridge Foundation and its mission. That support could be anything from helping us promote or grow the Baldridge Program, to supporting organizational performance excellence anywhere in the world, to helping us raise funds to support the Baldridge Community.”

Foundation Leadership Excellence Awards are presented to individuals working in each of the six sectors of our economy for which Baldridge Awards are given plus cybersecurity.



Recipients are awarded a sector-specific medal that is suspended on a color silk moiré ribbon, matched to the color representing the sector. The medal also comes with a sash, lapel pin, and framed certificate.

“There are so many people doing such important work promoting the Baldridge Framework,” continued Faber. “Through their efforts to grow Baldridge, they help thousands of organizations across the country to improve their performance. These great leaders are working tirelessly to ensure the sustainability of Baldridge into the future.”

The awardees for 2018:

- Deborah Bowen, President and CEO of the American College of Healthcare Executives, in the Health Care sector

- Russell Branzell, President and CEO of the College of Healthcare Information Management Executives, in the Cybersecurity sector
- Lee Butler, Director of Performance Excellence at Don Chalmers Ford in the Business sector
- Dr. John Dreyzehner, Commissioner of Health for the State of Tennessee, in the Government sector
- Bennie Fowler, former Group Vice President, Global Quality and New Model Launch at Ford Motor Company, in the business sector
- Julia Gabaldon, Founding President and CEO (retired) of Quality New Mexico, in the Non-Profit sector
- Katie Rawls, President and CEO of the Tennessee Center for Performance Excellence, in the Non-Profit sector
- Brent Ruben, Distinguished Professor of Communication, School of Communication and Information, Rutgers-New Brunswick, and University Executive Director, Center for Organizational Development and Leadership, in the Education sector



The Dr. Curt Reimann Baldrige Scholarship also premiered in 2018. The brainchild of long-time Baldrige examiner and consultant Lori Kirkland, the scholarship honors the foundational work accomplished by Dr. Curt Reimann.

“The Reimann Scholarship recognizes a man who truly was present at the creation of Baldrige. I am talking about Dr. Curt Reimann,” said Baldrige Foundation Board Chair George Benson. “Curt was the director of the National Bureau of Standards—now NIST—when Congress created the Malcolm Baldrige National Quality Award in 1987.” Curt was tasked with designing the Baldrige award and the award program, but more significantly, with developing the criteria by which organizations would be measured to determine their

worthiness for national role-model status. Curt is responsible for many of the innovations that made the Baldrige Framework the pre-eminent guide to leadership, quality, and performance excellence for the last three decades.”

“The Reimann Scholarship looks to the future,” said Foundation President and CEO Al Faber. “Each year two graduate students or recent graduates will be afforded the opportunity to attend Baldrige Examiner Training. Through the Dr. Curt Reimann Baldrige Scholarship, recipients can learn about and ultimately integrate the concepts of the Baldrige Excellence Framework throughout their various career paths, creating the next generation of Baldrige professionals.”



The 2018 Dr. Curt Reimann Baldrige Scholarship recipients are Suzanne Collins (second from left in the photo) and Jennifer Mackay-LaBrecque (second from right), shown here with George Benson (left), Dr. Curt Reimann (center) and Al Faber (right).

Suzanne is pursuing a Doctorate of Business Administration at [Walden University](https://www.walden.edu/) and has been participating in the consulting capstone, serving as a scholar-consultant to a nonprofit organization, evaluating the organization using the Baldrige Framework. She also holds an MBA

in Information Systems from Old Dominion University (2002) and has been an Information Technology Manager with Plasser American Corporation since 2008.

Jennifer graduated from Northeastern University with a Doctorate of Pharmacy in 2006, and earned a Masters of Healthcare Administration from the University of Cincinnati in 2017. She is currently the Clinical Coordinator (Pharmacy) at Beverly Hospital in Beverly, Massachusetts. She was introduced to the Baldrige Excellence Framework at the University of Cincinnati, and is planning to apply the deeper understanding of Baldrige to reorganize and refine her department.

“The 30th annual Quest conference, the awards ceremony, recognition events, and work sessions were all experienced in an atmosphere of celebration because of the great news that Congress had re-established funding for the Program for 2018,” Faber concluded. “It gave the entire Baldrige Community hope for the future that has been absent for the last several years.”

“That hope is well-justified,” he went on, “but we cannot be complacent. We are already working on the Congressional funding for 2019 and laying the foundation for 2020. And we continue to build relationships in boardrooms and C-suites across America, because that is the path toward long-term sustainability.”

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About The Foundation for the Malcolm Baldrige National Quality Award

The Baldrige Foundation is the private-sector partner of the Baldrige Performance Excellence Program (BPEP) in the National Institute of Standards and Technology within the Department of Commerce. Its mission is to ensure the long-term financial viability of BPEP and to support organizational performance excellence. To learn more about the Foundation, please contact President and CEO Al Faber

at (202) 870-3136 or [Al Faber](mailto:afaber@baldrigefoundation.org) (afaber@baldrigefoundation.org) . The [Baldrige Foundation](#) is recognized as a 501(c)(3) tax exempt organization. Your contributions are tax deductible. [Click here learn more about BPEP.](#)