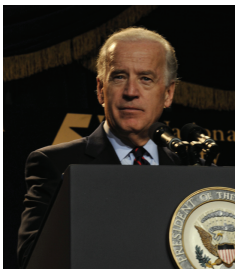
National Institute of Standards and Technology • Department of Commerce
Baldrige National Quality Program

Update

February 2010

Vice President and Secretary of Commerce Honor 2008 Award Recipients



On December 2, 2009, at the JW Marriott Hotel in Washington, D.C., U.S. Vice President Joe Biden and Commerce Secretary Gary Locke honored the 2008 recipients of the Malcolm Baldrige National Quality Award: Cargill Corn Milling North America of Wayzata, Minnesota (manufacturing); Iredell-Statesville Schools of Statesville, North Carolina (education); and Poudre Valley Health System of Fort Collins, Colorado (health care).

In presenting the Awards, Secretary Locke described the legacy of Malcolm (Mac) Baldrige and its current relevance. As Secretary of Commerce, Baldrige "challenged U.S. companies to overcome the strong global competition our nation was facing in the 1980s by focusing on quality," said Locke. He cited the Award recipients as role models in the current revitalization of the U.S. economy: "These three awardees … each serve as a model to all organizations who want to get the most out of their people and provide the very best service to their customers and the communities they serve."

Vice President Biden congratulated the Award recipients and, like Locke, emphasized the continuing relevance of Baldrige's vision: "Mac's vision of this Award's recognition helped us refocus on the future, on quality, on performance, and, perhaps most importantly, on innovation. Now here we are, 22 years later, and again at an economic crossroads, channeling Mac's spirit and his vision … to strengthen our economy. That's why President Obama and I are so proud to honor the hardworking men and women of Cargill Corn Milling, Iredell-Statesville Schools, and Poudre Valley Health System."

To watch Vice President Biden's remarks, visit **www.youtube.com/user/usnistgov#p/c/914FB9D44BF49C14/9/Db5dmgZVBmU**. For a summary of remarks by the Award recipients' senior leaders, see page 3. Watch the entire Award Ceremony at **www.youtube.com/user/usnistgov#p/c/914FB9D44BF49C14/10/Oa2tIEzJiV4**.

2009 Baldrige Award Recipients Announced

On December 7, 2009, President Barack Obama and Commerce Secretary Gary Locke announced that five organizations would receive the 2009 Malcolm Baldrige National Quality Award, the nation's highest Presidential honor for innovation and performance excellence. The Award recipients include one manufacturing organization, one small business, two health care organizations, and one nonprofit organization:

- **Honeywell Federal Manufacturing & Technologies**, Kansas City, Missouri (manufacturing)
- **MidwayUSA**, Columbia, Missouri (small business)
- **AtlantiCare**, Egg Harbor Township, New Jersey (health care)
- **Heartland Health**, St. Joseph, Missouri (health care)
- **Veterans Administration (VA) Cooperative Studies Program Clinical Research Pharmacy Coordinating Center**, Albuquerque, New Mexico (nonprofit)

"The road to greatness in America has been, and always will be, traveled by those who embrace change and work hard every day to be the best; the organizations we honor today with the Baldrige National Quality Award exemplify that spirit," President Obama said. "This year's recipients have shown how quality, innovation, and an unending quest for excellence help strengthen our nation and brighten the future of all Americans."

"We are thrilled to congratulate the five outstanding organizations that have been named to receive this year's Baldrige Award," added Secretary Locke. "They inspire other organizations to be more accessible, more efficient, more customer-focused, and more financially sound. They have raised the bar for innovation and organizational excellence and, in the process, help to improve our economy and quality of life."

For descriptions of the five 2009 Award recipients, see page 2.

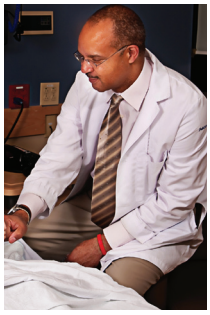
2009 AWARD RECIPIENTS ANNOUNCED

Manufacturing

Honeywell Federal Manufacturing & Technologies is a management and operating contractor for the National Nuclear Security Administration's Kansas City, Missouri, plant. The facilities under management are multidisciplinary engineering and manufacturing operations specializing in electrical, mechanical, and engineered material components. As some of the nation's most diverse low-volume, high-reliability production facilities, these operations serve government agencies, national laboratories, universities, and U.S. industry.

Small Business

MidwayUSA, based in Columbia, Missouri, is a family-owned, catalog-and-Internet-based retail merchant that offers shooting, reloading, gunsmithing, and hunting products. Retail customers represent 90 percent of the firm's total business, with dealers and international customers making up the remaining 10 percent. The company distributes more than 95,000 products from more than 700 vendors.



Health Care

AtlantiCare, a nonprofit health system in southeastern New Jersey, delivers acute and chronic care, preventive and at-risk services, and health information. Key health care services include cancer, trauma, and cardiac care; stroke services; behavioral health services; urgent care; a hospice program; home care; family medicine; occupational medicine; child care and early learning centers; and mission health care for the homeless. Health information services are delivered through InfoShare, AtlantiCare's technology company.

Health Care

Heartland Health, an integrated, community-based nonprofit health care system, serves a 22-county market, including portions of Missouri, Kansas, Nebraska, and Iowa. Physician and hospital care services include cardiac care, neuroscience, orthopedics, women's and children's care, oncology, surgery, and primary care. Through Community Health Improvement Solutions, Heartland Health offers health and wellness programs, health insurance, and business services. Community health initiatives are supported through the Heartland Foundation.

Nonprofit

VA Cooperative Studies Program Clinical Research Pharmacy Coordinating Center, a federal government organization based in Albuquerque, New Mexico, supports clinical trials targeting the current health issues of veterans. Through the manufacturing, packaging, storage, labeling, distribution, and tracking of drugs and devices, the Center manages materials used in clinical trials conducted worldwide by the VA Cooperative Studies Program and other federal agencies.

For 2008 Award Recipients, the Journey Continues

At the 2008 Malcolm Baldrige National Quality Award Ceremony on December 2, 2009, all three Award recipients acknowledged their accomplishments while emphasizing that their performance excellence journeys will continue.

Manufacturing
Cargill Corn Milling North America
Alan Willits, President

"I am honored and humbled to accept this Award on behalf of the 2,400 of my colleagues at Cargill Corn Milling. Their dedication to serving our customers and their enthusiastic embrace of the Baldrige principles as the way to do it is the reason I'm standing at this podium today.

"This is why we adhere to the Baldrige principles: because they have been enormously helpful in helping guide us to become a better supplier, a better partner with our customers, and a better place to work. That, in turn, has led us to profitable growth. For helping us to achieve that, Malcolm Baldrige Board of Examiners, we thank you. For the recognition this Award brings to all 2,400 of our teammates, we thank you."

Willits concluded by emphasizing that Cargill's performance excellence journey is ongoing: "And for the 44 pages of opportunities for improvement that came with this Award, we thank you as well. In fact, we thank you for that most of all because that will help us get even better in the years to come."

Education
Iredell-Statesville Schools (I-SS)
David W. Cash, Chairman of the Board of Education

In accepting the Award on behalf of the school system, Cash acknowledged the role of the system's workforce: "It is an honor and humble privilege to accept this Award, which represents the tireless work that Iredell-Statesville Schools' 3,000 employees do for our school district's more than 21,000 students. It is their relentless dedication and commitment to performance excellence, innovation, and focus on the future, and their passion for our children—who are our most important customers—that have enabled this Award to become a reality for our school district."

Cash also noted the challenges that lie ahead, stating that Superintendent Brady Johnson, the Board of Education, and the faculty and staff "stand poised and ready for the next destination in our voyage. We are committed to building on our successes but are careful to acknowledge that the journey to performance excellence is founded on continuous improvement and discovering new and innovative ways to serve and support our customers.… While we have enjoyed the scenic view this far on our journey, we know there is still much work to be done."

Cash thanked his fellow I-SS Board of Education members, former I-SS superintendent Terry Holliday, and the Baldrige National Quality Program. He concluded, "I couldn't leave the stage today without expressing my sincere gratitude to all of the faculty, staff, and students of Iredell-Statesville Schools."

Health Care
Poudre Valley Health System
Rulon F. Stacey, President/CEO

"Just over a decade ago … we set out on a journey to make sure the patients in northern Colorado, southern Wyoming, and western Nebraska would have the best access to the best health care in the world today and for generations to come.

"Slowly, over time, guided by the Baldrige principles of performance excellence, we engaged our employees, our physicians, and our volunteers. We partnered with our suppliers and our community members, and we demonstrated that by working together collaboratively, we could accomplish what many thought would be impossible."

Stacey credited Poudre Valley's workforce for its role during the organization's ten-year performance excellence journey: "By having the courage to open themselves to the robust scrutiny of the Baldrige National Quality

Program and the fortitude to act on what they learned, these people in front of you and those watching back in Colorado have literally transformed the way health care can and should be provided. As a result of their commitment, I am convinced that there are people alive today who otherwise would not be alive …. So today we stand ready to offer our contribution to a nation seeking answers to health care."

2008 Board of Examiners Recognized

On December 2, 2009, the members of the 2008 Board of Examiners for the Malcolm Baldrige National Quality Award were recognized for their strong commitment to the Baldrige National Quality Program and the astonishing amount of work they contributed to the 2008 Award process.

Jeff Lucas, Deputy Director of the Baldrige Program, moderated the event. He reminded the audience that the Examiner Recognition Ceremony has a special place in his heart because of the five years he spent as a Baldrige Examiner. He thanked the Examiners on behalf of the Baldrige staff and added, "When I talk to prospective Examiners about the board, I say, 'You will have access to some of the finest people you will ever meet'—and I believe that I am short-selling you when I say that."

"On behalf of the Baldrige family, please accept my congratulations and gratitude for your hard work on behalf of the Award Program," said Malcolm Hollensteiner, nephew of Malcolm (Mac) Baldrige. "Mac's business career was defined by his relationships with people and his concept of the team and family. He would be proud to see what the Board of Examiners stands for and what it has done. Thanks for the excellence you bring to the Award."

Patrick Gallagher, Director of NIST, noted, "For all of the role models that are Award recipients, Examiners are role models for the Program. The United States needs businesses, hospitals, and schools to be excellent. You are the group that makes that happen."

"I have a deep appreciation for the Examiners who make the system work, make the system vibrant, and make organizations improve," said Jerry Rose, Chair of the Baldrige Program's Board of Overseers. "At Sunny Fresh Foods [Baldrige Award recipient in 1999 and 2005], the feedback reports are what drove continuous improvement—because of Examiners who came in with fresh eyes and ears."

Steve Heisey, Chair of the Panel of Judges, described Baldrige Examiners as "self-sacrificing, giving, and tireless in the hours and effort they put in. They care about this country, its competitive position, and its businesses, educational institutions, and health systems."

In closing the ceremony, Program Director Harry Hertz quoted football coach Vince Lombardi: "'The quality of a person's life is in direct proportion to their commitment to excellence.' The commitment of Examiners to the Program shows your commitment to excellence. You have my gratitude and respect for what you contribute to the Program and the country." He also thanked the Examiners' families, who make many sacrifices to allow Examiners to contribute their time to the Program.

The ceremony included the presentation of certificates in recognition of the Examiners' service to the Program and the nation.

recognition

2010 Award Application Deadlines

The *2010 Baldrige Award Application Forms* are now available at **www.nist.gov/baldrige**. Deadlines for submitting eligibility and application packages for the 2010 Baldrige Award are as follows:

Eligibility Certification Packages

- due March 1 with a nomination to the Board of Examiners
- due April 6 without a nomination

Award Application Packages

- due May 6 if submitted on CD
- due May 20 if submitted on paper

For other dates related to the Award process, Examiner training, and conferences, see the 2010 Baldrige Process Calendar (**www.baldrige.nist.gov/Calendar.htm**).

Examiner Selection for the 2010 Board of Examiners Under Way

The Program had received more than 800 applications for the 2010 Board of Examiners by the time the application closed on January 7. We thank you for your continuing interest and commitment. The selection process is now under way, and you will receive an e-mail with details on your selection status.

Redefining Examiner Training

During the week of January 11, approximately 25 current Examiners, former Examiners, and Baldrige Program staff members met at the National Institute of Standards and Technology (NIST) in Gaithersburg, Maryland, to redefine the model for Examiner development. Some of the resulting decisions and ideas will affect this year's on-site training.

The redefined model covers the entire development cycle, starting with an individual's decision to apply for the Board of Examiners and continuing through the first year; into the journey of the Award evaluation cycle; and onward and upward with continuing education and ambassador, coaching, and mentoring roles.

Preparation to serve on the 2010 Board of Examiners will begin in April with the distribution of a self-study prework packet and will continue in May with training on the NIST campus.

Coming This Year: The Baldrige Online Scorebook Solution

For the 2010 Award process, the Baldrige Program will unveil the Baldrige Online Scorebook Solution (BOSS), an automated tool designed to support you in completing your evaluation during Independent Review and Consensus Review. Here's how the new process will work: instead of downloading a template, completing a scorebook in Microsoft Word, and uploading the scorebook to *examinerdepot*, you will log onto the BOSS and type directly into it.

Your first encounter with BOSS will be in April, as you complete prework for Examiner training. Then, when the Award process starts in June, you will use BOSS to complete your Independent Review Scorebook and work with a team on BOSS to develop a Consensus Review Scorebook.

Watch for more information on BOSS in a future issue of *Update*.

BLOGRIGE: The Official Blog of the Baldrige National Quality Program

BLOGRIGE, the Program's newly launched blog (see the link at **www.nist.gov/baldrige**), is a place for the Baldrige community to share ideas and insights on topics that matter to your organization, your industry, and your improvement efforts. It is also a way to educate readers who are not familiar with Baldrige on the resources that are available to help them improve their organizations.

We need you to join the conversation. Please comment on our posts—agree, disagree, dig deeper, ask questions, suggest solutions, or offer new perspectives. We welcome all your responses.

Special thanks to Baldrige Examiner Steve Pereira for submitting the blog name in response to a request on LinkedIn.

The Quest for Excellence® XXII: Even Better This Year!

The official conference of the Malcolm Baldrige National Quality Award, the Quest for Excellence XXII, will take place April 11–14 at the Hilton Washington in Washington, D.C. This annual conference provides a forum for Award recipients to share their exceptional performance practices with leaders in business, education, health care, and nonprofit organizations. Quest XXII will showcase the 2009 Baldrige Award recipients and feature previous Award recipients from all sectors.

In addition to the many learning opportunities usually offered at Quest, this year's conference will bring back a few of last year's new offerings, including book signings, open-microphone sessions, and conference coaches for groups of ten or more participants. Here are a few conference highlights:

- Jerry Rose, Corporate Vice President of Cargill, Inc., will deliver the keynote address on how Cargill has embraced business excellence and Baldrige as an enterprise improvement model.
- The ever-popular conference reception will be held Tuesday evening.
- The Capitol Steps comedy troupe will entertain you on Monday evening.

For the first time, the Program is offering a $100 discount on registration fees to members of the 2008 and 2009 Board of Examiners. If you are a member of one of these boards, you should have received an e-mail with a discount code for the registration form. If you cannot attend in person, please consider registering for the Virtual Quest option.

For more information, see **www.baldrige.nist.gov/Quest_for_Excellence.htm**, join the Quest group at **www.LinkedIn.com**, and follow Baldrige staff members' tweets (**www.twitter.com**; see the article on page 7).

Baldrige Branding and Customer Requirements: Let Your Voice Be Heard

The Baldrige Program has launched an exciting market research initiative to improve the branding of the Program and more systematically identify customers' and stakeholders' needs, requirements, and expectations.

Building on the findings of a 2007 branding study as well as other market research conducted by the Program, the current initiative will identify the Program's value proposition in the marketplace, develop and test a set of key messaging points to communicate this proposition, and identify formal recommendations and strategies for communicating the points. The project will also identify a validated set of requirements, needs, and expectations for each Baldrige customer/stakeholder group. These requirements, needs, and expectations will form the basis of an evaluation of the Program's current product and service offerings as well as help identify new products and services to develop.

For the research to be successful, we need your help. The project includes two online surveys as well as telephone interviews with a select number of Program stakeholders. If you are asked to participate in the surveys and interviews, please take the time to do so. Your input is essential to the success of the project. We thank you in advance for supporting this initiative.

Baldrige 2.0

Baldrige meets Web 2.0! Follow and join the conversation on LinkedIn, Twitter, YouTube, and BLOGRIGE, the Program's official blog. (See the related article on page 6.)

LinkedIn

The Baldrige-related groups on LinkedIn include the Baldrige Quest for Excellence Group and the Baldrige Improvement Discussion Group, among others. Go to **www.linkedin.com**, click on "Groups," and search for "Baldrige." Become a member of the groups that appeal to you, and join the discussions.

Twitter

Baldrige staff members are tweeting away about all sorts of Baldrige-related and performance-excellence-related topics, as well as retweeting content from some Program stakeholders. To get these tweets, search for "Baldrige_Jeff," "Baldrige_Barb," "Baldrige_Zara," or "2010Quest" at **www.twitter.com**. You can also do a general search for "Baldrige" to find people talking about topics you want to follow.

YouTube

Visit **www.youtube.com/usnistgov** for the Program's video playlist, including Vice President Biden's remarks at the ceremony for the 2008 Baldrige Award recipients. Feel free to embed any of the videos on your site, share them using the tools on YouTube, or leave a comment.

Search Engine Marketing

To enable potential users to find and better use the content on the Baldrige Web site and to raise awareness about the Baldrige Program's services, the Program has launched a search engine marketing campaign with a D.C.-area marketing firm. As a result, you may see Baldrige-related ads on Google, Yahoo!, MSN, and many other online locales.

Many factors are involved in planning these campaigns. For example, don't be alarmed if you see an ad with "Baldrige" misspelled. There is a reason: many people misspell the name in Web searches, and we want to reach them. Another component of the campaign aims to optimize the Program's Web site so that it ranks higher organically among the search engines for a variety of key words.

As for the content of the ads, a year-long general Baldrige branding campaign is in progress (see page 6), and a campaign for Baldrige Board of Examiners recruitment has just concluded. Other campaigns will focus on the Quest for Excellence Conference and Regional Conferences.

2010 Regional Conferences in Tennessee and California

Mark your calendars for this year's Baldrige Regional Conferences in Tennessee and California. On September 28, the Tennessee Regional will take place at the Franklin Marriott Cool Springs, just outside Nashville. The date and location for the California conference will be announced in February.

The conferences will feature remarks from leaders of current and former Baldrige Award recipient organizations. A preconference workshop for Baldrige beginners will be offered the day before each conference.

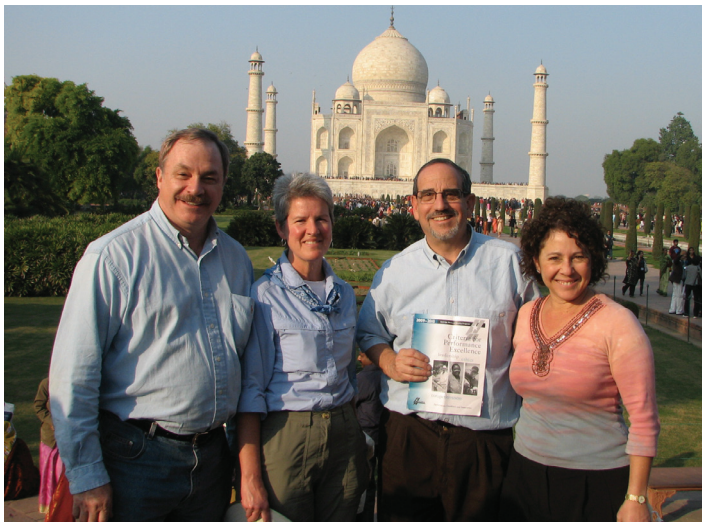
Conference registration opens in June 2010. Check the Baldrige Web site then for information on registration, accommodations, and the conference schedule.

The 2010 regional conferences are cosponsored by the Tennessee Center for Performance Excellence, the California Council for Excellence, the Alliance for Performance Excellence, the Foundation for the Malcolm Baldrige National Quality Award, and NIST.

Baldrige Criteria Take World Tour

The next time you carry the Criteria booklet through Buckingham Palace, the Pyramids of Giza, the Louvre, or another interesting place, have someone snap a photo. Send it to robert.fangmeyer@nist.gov, and we will include as many photos as possible in upcoming issues of *Update*.

Bill Denney, Baldrige Examiner and chief executive officer of Quality Texas, risks his life and his Criteria booklet in the middle of the Champs-Elysées in Paris.



The Criteria—synonymous with performance excellence—visit the Taj Mahal, synonymous with architectural excellence. Left to right: Baldrige Alumni Examiner John Vinyard; Alumni Examiner Cheryl Janoski; Program Director Harry Hertz; and past Examiner Nancy Pratt, of 2007 Baldrige Award recipient Sharp HealthCare.

Thanks to Our Ambassadors!

The following Examiners or former Examiners reported outreach efforts between November 2009 and January 2010: James Beatty, Patricia Cholewka, Ron Marafioti, Therese Narzikul, and Jack Swaim. In addition, the following Examiners (including Alumni and past Examiners) requested the portable exhibit or outreach material: Sue Alexander, Bob Bowles, Bridget Dewees, Laurie Emerson, Paul Grizzell, Brian Lassiter, Thomas Mauro, Stefanie Simmons, Jennifer Sprecher, and John Vinyard.

We thank all of these ambassadors for their outreach activities on behalf of the Baldrige Program. If you have conducted outreach efforts on behalf of the Program and wish to be recognized, report your activities to the Outreach and Communications Team via fax at (301) 948-3716 or e-mail at **baldrige@nist.gov**.

Baldrige on the Road

Since October 2009, the Baldrige Program has exhibited at the conferences of the following organizations: the Association for Manufacturing Excellence, the National Quality Education Conference, and the Institute for Healthcare Improvement.

In early 2010, the Program plans to exhibit at the American Association of School Administrators' National Conference on Education in Phoenix, Arizona (February 11–13); the Annual Conference on Quality in the Space

and Defense Industries in Cape Canaveral, Florida (March 15–16); and the American College of Healthcare Executives' Congress on Healthcare Leadership in Chicago, Illinois (March 22–25).

We hope to see you at one of these conferences.

Baldrige Help Center: Call (877) 237-9064

The Baldrige Program now has a consolidated toll-free Help Center telephone number—(877) 237-9064—instead of separate numbers to call for Award process help, Examiner training information, help with training logistics, and information on the Award ceremony. If you call the former numbers, you will still reach the correct destination. Customer service is available at (301) 975-2036 as well as through the toll-free Help Center line.

Has Your Contact Information Changed?

If any of your contact information (e-mail or postal address as well as telephone or fax numbers) has changed recently, we'd like to know. Please send changes to Suzana Pastori-Weaver at (301) 975-4219 or suzana.weaver@nist.gov.

Update The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award

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This newsletter is published periodically by the Baldrige National Quality Program.