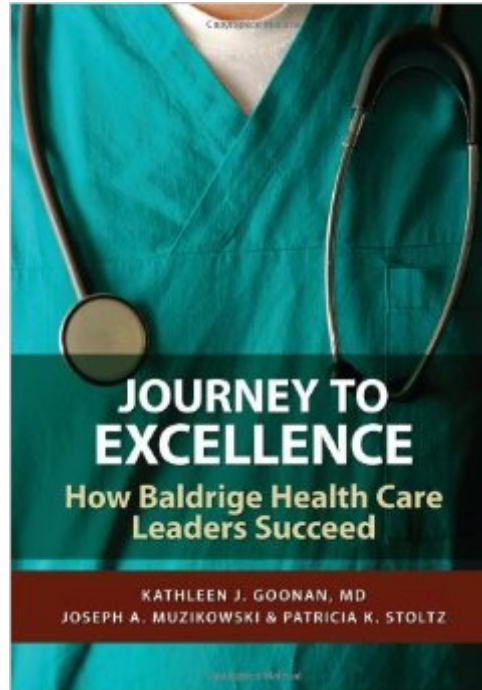


The book was found

Journey To Excellence: How Baldrige Health Care Leaders Succeed



Synopsis

This book is based on several years study of the nine Baldrige Award winners from health care. It describes how these organizations approached their Baldrige journey and what other health care leaders should do to reap similar benefits. To fully understand the journey for these nine organizations and their return on investment, the authors studied each of their 50-page award applications, presentations at national and regional meetings, and other publications by or about them. Additionally and most importantly, CEOs and other senior leaders were interviewed at length. The questions asked of these leaders followed three basic themes: How did you successfully use the Baldrige framework to drive improvement? What would you recommend other organizations do to gain the value you have from a Baldrige journey? What can we learn from you that would help other organizations manage their improvement journeys to maximize the value they gain?

Book Information

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The premise of this book, as stated in the foreword, is that although there may be no magic bullets, there are rational approaches that achieve results. The Baldrige approach that Dr. Goonan and her co-authors elucidate provides guidance and checklists to embark and persist on the iterative journey of improvement based on the LASER framework:- Leadership consists of 3 steps: recognizing that fundamental change is necessary to achieve one's vision, welcoming objective evaluation and "brutal facts" feedback, and committing to build a culture based on organizational learning and improvement- Assessment reflects the decision to systematically evaluate processes and practices

to view the organization from the perspective of patients and families- Sensemaking describes the critical role leaders play in interpreting and explaining disruptive marketplace changes and framing what is required for successful healthcare delivery- Execution refers to the focused action necessary to achieve results, which includes: formalizing informal processes, setting priorities, discontinuing unproductive activities, establishing accountability with action plans, and integrating the Baldrige process into strategic and operational planning- Results includes strong performance on a comprehensive set of measures important to patients, stakeholders, and markets; beneficial trends over time relating to the organization's mission; key results that show good-to- excellent relative performance on benchmarks; alignment with organizational strategiesOn page 102, the authors quote Karl Weick, who introduced the concept of sensemaking by writing, "What is good for sensemaking is a good story.

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