



## HEALTHCARE

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For more information contact:

**KATE GOONAN, M.D.**  
215.832.4403  
kate.goonan@navigant.com

**RULON STACEY, Ph.D.**  
312.583.5870  
rulon.stacey@navigant.com

[navigant.com](http://navigant.com)

### About Navigant

Navigant Consulting, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's professionals apply deep industry knowledge, substantive technical expertise, and an enterprising approach to help clients build, manage and/or protect their business interests. With a focus on markets and clients facing transformational change and significant regulatory or legal pressures, the Firm primarily serves clients in the healthcare, energy and financial services industries. Across a range of advisory, consulting, outsourcing, and technology/analytics services, Navigant's practitioners bring sharp insight that pinpoints opportunities and delivers powerful results. More information about Navigant can be found at [navigant.com](http://navigant.com).

# BALDRIGE APPLICATION AND FEEDBACK PROCESS

## Baldrige Just Got Faster

### *Choose the Right Partner for a Successful Baldrige Journey.*

In healthcare today, performance excellence is not an option; the market demands it. Navigant has a physician-led team of executives, clinicians, and improvement specialists with deep knowledge of healthcare and comparable complex enterprises. Our team consists of senior Baldrige experts, including examiners and three former judges. Navigant has the experience, expertise, and tools—with a discreet and customized client approach—that makes your Baldrige application and feedback process a success.

Using Fast Track to Excellence, Navigant helps you:

- Improve performance on publicly reported measures of quality, safety, and patient experience
- Build the infrastructure, processes, and competencies to meet requirements for accountable care
- Develop leadership skills for the new environment at all levels and engage managers in change
- Develop physician leaders and integrate them into process design, management, and improvement
- Engage and focus your entire workforce to accomplish enterprise strategy and action plans
- Find major cost-reduction opportunities and retool to lean process management

“I honestly in my heart believe that because we participated in the Baldrige Program and because it gave us that consistent feedback, that there are people who are alive today who wouldn’t have been had we not been so committed to the Baldrige process.”

—RULON STACEY,  
FORMER PRESIDENT AND CEO OF  
POUDRE VALLEY HEALTH SYSTEM,  
2008 RECIPIENT OF THE BALDRIGE  
NATIONAL QUALITY AWARD

#### **BALDRIGE: PROVEN PATH TO EXCELLENCE**

##### **Thomson Reuters™ Research Baldrige Conclusions:**

- Six times more likely to be named among the Top 100 Hospitals
- Far more likely to show marked 5-year improvement trends
- Better performance on patient outcomes, patient safety, core measures, length of stay, and operating margin

#### **WITH NAVIGANT FAST TRACK TO EXCELLENCE, YOU GET:**

- Readiness assessment
- Leadership and team training and materials
- Worksheets for gathering data and information for your application
- Software system to document, store, and update your data and information
- List of high-leverage priorities for your organization’s improvement process
- Personalized expert instruction, guidance, and feedback—formal and informal, oral and written
- Action planning and change implementation support

#### **DOES A BALDRIGE APPLICATION SEEM LIKE AN EXHAUSTIVE EXERCISE?**

In Striving to be a Top Performer Organization, You are Considering Applying to a State or National Baldrige Performance Excellence Program, BUT:

- You don’t clearly understand the Baldrige criteria
- You’re not sure how to build Baldrige competency
- Your internal resources are already overtaxed
- You wonder if your organization is ready
- You tried Baldrige before and you’re discouraged

Fast Track to Excellence Baldrige Application and Feedback Process may be what you need to make your Baldrige application—and your performance improvement journey—a true success.

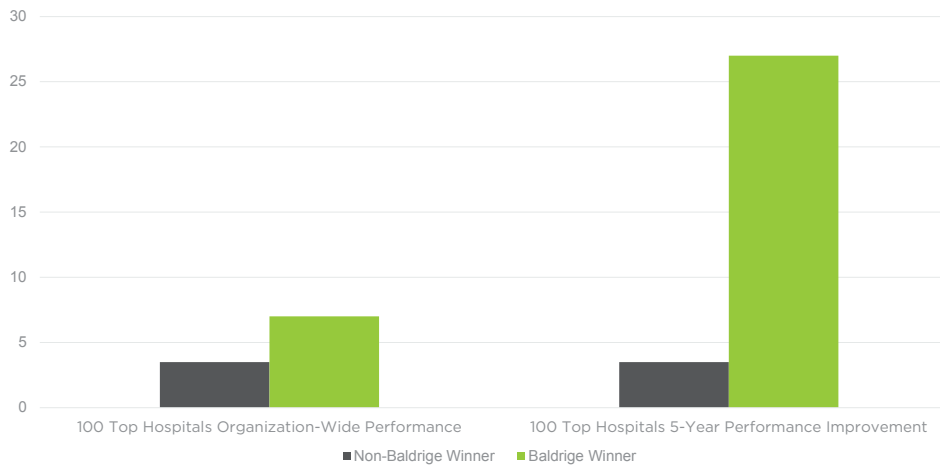
For More Information About Baldrige,  
Visit [www.nist.gov/baldrige](http://www.nist.gov/baldrige)

## Leverage the Baldrige Expertise of Navigant.

Navigant has a track record of success helping healthcare organizations use Baldrige to become role models. Fast Track to Excellence enables you to engage the right people and collect the right data and information. The Navigant approach accelerates the application development process and leverages your feedback for breakthrough improvement gains.

Thomson Reuters Research shows that Baldrige award recipients and site-visited organizations outperform their peers in nearly every metric used to determine the 100 Top Hospitals®. Effective use of Baldrige is associated with healthcare organizational success.

7 percent of Baldrige award recipients also won a 100 Top Hospitals award and more than 27 percent were named 100 Top Hospitals Performance Improvement Leaders, compared in each case to about 3 percent of non-Baldrige peers.



\*Organization-wide performance includes data years 2002-2009. Five-year improvement includes data years 2005-2009. Excerpted from the 2011 Thomson Reuters research paper, Comparison of Baldrige Award Applicants and Recipients with Peer Hospitals on a National Balanced Scorecard, dated October, 2011. [www.nist.gov/baldrige/upload/baldrige-hospital-research-paper.pdf](http://www.nist.gov/baldrige/upload/baldrige-hospital-research-paper.pdf)

## THE NAVIGANT DIFFERENCE

### Successful Partners and Coaches

Track record of success for diverse organizations in both national and state Baldrige programs

### Experts in Baldrige Criteria

Years of experience with the Baldrige criteria and framework—applications, case studies, training materials, criteria revision, award program design

### Organizational Assessment Experts

Leading experts in organizational assessment and recognized thought leaders and authors in healthcare growth and sustainability

### Experienced Healthcare and Business Practitioners

Physician-led team of executives, clinicians, and improvement specialists, with experience in complex healthcare, manufacturing, and service organizations

### Knowledge Transfer Specialists

Hands-on coaches providing side-by-side client support and customized approaches

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## WHY APPLY FOR THE BALDRIGE AWARD?

**APPLICATION** to your state or the national Baldrige program is a powerful mechanism to get expert feedback for your organization’s improvement.

**ANNUAL** Baldrige-based assessment gives your organization a fact-based evaluation and improvement cycle, with comprehensive feedback on whether you are achieving your goals, overcoming your challenges, and accelerating your progress toward high performance.

**FAST TRACK TO EXCELLENCE** makes using the Baldrige criteria for your award application, and using the feedback for your breakthrough improvements, both practical and achievable.

## FOUR REASONS TO USE THE NAVIGANT FAST TRACK TO EXCELLENCE

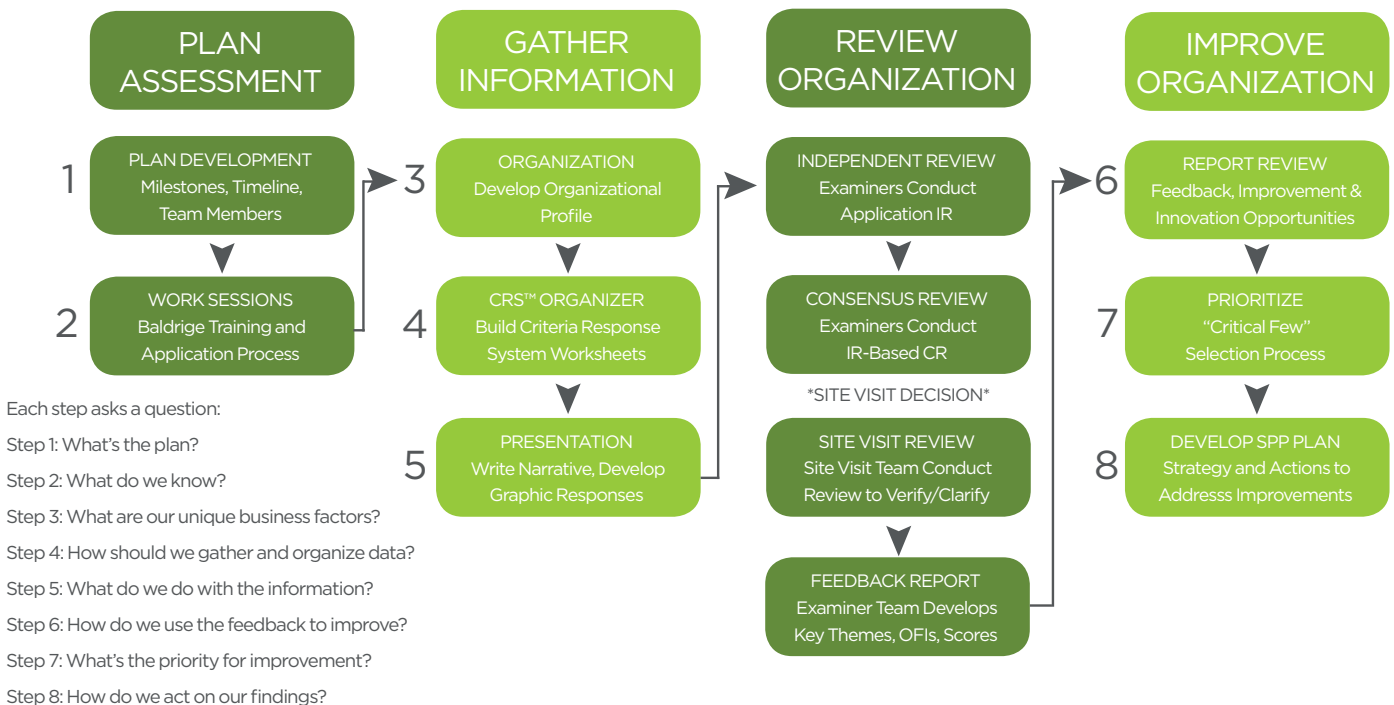
### REASON ONE: IT’S A ROADMAP

Fast Track to Excellence follows the PDCA (Plan, Do, Check, Act) cycle for continuous improvement and covers the entire Baldrige application and feedback process. It begins with developing a plan, then moves to gathering information, organizing the information into an application, submitting it for external review by expert examiners, and finally receiving and using examiners’ feedback to take action and make improvement.

### REASON TWO: IT’S AN ACCELERATED, WELL-DEFINED 8-STEP PROCESS

Our workshops and tools translate the criteria into simplified language with hands-on training that uses practice examples from your organization to facilitate higher-impact learning. Our Criteria Response System™ worksheets and software reduce the time to develop an application by half, and focus your organization’s resources on improvement—where the Baldrige ROI is realized. See diagram:

### BALDRIGE APPLICATION AND IMPROVEMENT 8-STEP PROCESS



## REASON THREE: IT INCLUDES EASY-TO-USE PROPRIETARY TOOLS

The Fast Track to Excellence process inventory ensures selecting knowledgeable workforce members for category teams. Customized CRS worksheets ensure compiling the appropriate type and amount of data and help you organize it into robust responses that are tailored to how examiners think. As a result, these methods promote the most accurate and useful feedback and the highest score you deserve.

## REASON FOUR: IT HELPS YOU USE FEEDBACK TO MAKE IMPROVEMENT

Fast Track to Excellence addresses how to analyze and use your feedback to identify, develop, and deploy improvement plans, including the critical few priorities based on your organization's goals and challenges.

For more expanded detail on these reasons or the 8-step process, visit [navigant.com](http://navigant.com).

## FAST TRACK TO EXCELLENCE GETS YOU FASTER RESULTS

### Implementing a Baldrige Application and Feedback Process Drives Results. Navigant's Fast Track to Excellence Drives Them Faster.

When you decide to take a Baldrige journey, you can make it faster, more effective, and ultimately more rewarding, if you pick an objective, proven, personal partner and coach. With Navigant and Fast Track to Excellence, you and your organization will:

- Quickly recognize the similarities and the differences between your organization and role-model performers
- Get access to easy-to-use tools and customizable worksheets that allow you to gather the right intelligence and optimize your process
- Spend less time writing your application and more time implementing improvements
- Receive a more accurate and useful feedback report
- Develop more efficient solutions suited to your organization's specific situation, culture, and enterprise-wide objectives
- Realize true, accelerated improvement you can track and display
- Accelerate your progress toward recognition as a high performer

Performance excellence is not an option, it's an imperative. Baldrige helps you get there and Navigant's Fast Track to Excellence Baldrige Application and Feedback Process gets you there faster.

## NAVIGANT'S CLIENTS RECOGNIZED FOR PERFORMANCE EXCELLENCE

### AltaMed

- 2013 California Award for Performance Excellence, Silver Award

### Texas Health Resources

- 2013 Texas Award for Performance Excellence

### Duke University Hospital

- 2013 Baldrige Award, Leadership Category
- 2012 North Carolina Quality Award

### Henry Ford Health System

- 2011 Baldrige National Quality Award
- 2007 Michigan Quality Leadership Award

### Southcentral Foundation

- 2011 Baldrige National Quality Award
- 2008 Alaska Performance Excellence Award

### Sparrow Regional Medical Supply

- 2009 Michigan Quality Leadership Award

### Poudre Valley Health System

- 2008 Baldrige National Quality Award

### Cambridge Health Alliance

- 2006 MassExcellence Commitment to Excellence Award

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## AT NAVIGANT, THE DOCTOR IS IN

### Taking Your First Step Toward Excellence is Easy.

Call Dr. Kate Goonan at 215.832.4403 for a personal consultation regarding your healthcare organization's performance goals and how to use Baldrige to power your journey toward excellence.

## LEARN MORE ABOUT NAVIGANT

This Navigant product sheet highlights the value of the Fast Track to Excellence Baldrige Application and Feedback Process, and helps you learn more about accelerating your organization's achievement of performance excellence using Baldrige.

For more information about this and other products, or to learn more about Navigant, please visit us at [navigant.com](http://navigant.com).



**KATHLEEN JENNISON GOONAN, M.D.**  
Navigant Managing Director



**RULON STACEY, Ph.D.**  
Navigant Managing Director