

Minutes of the Malcolm Baldrige National Quality Award Judges' Panel Meeting

Baldrige Performance Excellence Program • National Institute of Standards and Technology

June 11, 2014 • Administration Building, Lecture Room A

Attendees

Judges: Diane Bosworth, Michael Dockery, Laura Huston, Donald Lighter (by telephone), Paige Lillard, Geri Markley, Sharon Muret-Wagstaff, Michael Sather, Kenneth Schiller, Sunil Sinha, Fonda Vera, Roger Triplett

Guests: Rebecca Bean, Robert Rainer

NIST: Sandra Byrne, Jacqueline Calhoun, Jacqueline DesChamps, Robert Fangmeyer, Ellen Garshick, Robert Hunt, Gwendolyn Johnson, Elif Karakas, Renée Norris, Tracy Phillips, Mark Shapiro, Suzanne Sullivan, Barbara Uglich, Nancy Young

Paige Lillard, chair of the Judges' Panel, called the meeting to order at 9:00 a.m. Baldrige Program Director Robert Fangmeyer thanked the judges for their willingness to serve and their contributions. Lillard welcomed the judges and staff and thanked the NIST staff members for their support.

The minutes from the November 2013 meeting were unanimously approved.

Report from the Site Visit Improvement Team

Baldrige examiners Rebecca Bean and Robert Rainer, representing team members Glenn Crotty and John Vinyard, as well as Baldrige staff members Ellen Garshick, Bob Hunt, and Mark Shapiro, reported on the team's progress. As a basis for their work, the team collected feedback from Baldrige Program stakeholders, the Judges' Panel, and applicants that have received site visits, and extracted key themes. In addition, team members mapped the current site visit process. The main finding was that the site visit process is generally sound but that consistency and efficiency could be improved in some areas.

At the meeting, the judges shared their requirements for the site visit process and the resulting scorebook as input for the team's work. Future steps are to identify the root causes of key themes of feedback and prioritize process improvement opportunities that can be implemented without redesign. The team will reconvene at NIST in July to create and present a proposal to the director of the Baldrige Program director. The aim is for the program to implement some process improvements in 2014 and a redesign of the site visit process in 2015. The team will report to the Judges' Panel again in August.

Judges' Panel Role and Process

Lillard explained that the purpose of this portion of the meeting was to give judges an overview of their responsibilities for the year, build the team, and raise awareness of the schedule for the remainder of the award cycle. She noted that the judges would discuss specific processes in detail before each meeting. She also reviewed individual mentoring assignments and reminded all judges of their role as coaches and mentor to each other.

Lillard noted seven basic roles and responsibilities for members of the Judges' Panel: (1) work as a team, (2) select Baldrige Award applicants to advance to Site Visit Review, (3) recommend Baldrige Award recipients, (4) work with examiner team leaders on the site visit process and feedback report, (5) recommend process changes to the Board of Overseers, (6) provide input into the development of the Criteria for Performance Excellence, and (7) serve as ambassadors. She reviewed the purposes and

processes related to the August and November meetings, emphasizing late October and early November as key times for completing judging tasks.

Improvements to the Judging Process

The judges discussed suggestions for improvement to the judging process. They agreed to (1) standardize the presentation of scoring changes between Consensus Review and Site Visit Review; (2) include an information-gathering tool developed by former judge Jack Swaim as a part of the judges' toolkit; and (3) with Baldrige staff, prepare a common health care primer for judges and site visit teams. Improvements from 2013 that the judges agreed to continue were (1) a refined process for identifying and documenting category best practice recognitions, (2) the use of criteria for changing applicant scores during the November Judges' Meeting, and (3) summary considerations for judging of health care organizations at the August and November meeting.

Baldrige Program Updates

Fangmeyer reported on the engagement scores for the 2013 award applicants. He said that total engagement with the Baldrige Criteria and likelihood to recommend are still very strong and that likelihood to reapply has increased. Opportunities for improvement remain in overall satisfaction with participation and satisfaction with the feedback report. In 2014, actions taken to address these opportunities include revisions to training to emphasize key factors and Criteria relevance, potential changes to Consensus Review, and the chartering of the Site Visit Improvement Team.

Renée Norris reported on the number and distribution of applicants in 2014: 22 applicants, including 2 service businesses, 12 health care organizations, 2 education organizations, and 6 nonprofits. She also said that all examiner team members would complete an Independent Review and participate in Consensus Review. Robert Hunt reviewed selection considerations for examiners and reported that the program had trained 364 examiners.

Abridged Criteria

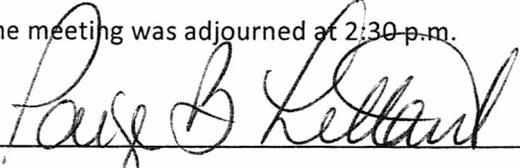
Ellen Garshick presented a draft of a potential new product for 2015: an abridged version of the Criteria for Performance Excellence. The judges offered feedback on the presentation and content of the product.

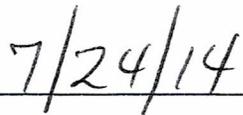
Closing

The judges agreed that Lillard would present the improvements proposed above to the Board of Overseers on June 12. They also agreed to contribute their views on the program's eligibility requirements during the meeting.

In preparation for their work later in the year, the judges discussed and compared their approaches to making group decisions.

The meeting was adjourned at 2:30 p.m.


Paige Lillard, Chair


Date