



The seven Baldrige criteria categories listed below provide a framework for organizations to focus on key areas that contribute to overall organizational excellence. By addressing these key areas, organizations can enhance their competitiveness, drive innovation, and achieve sustainable success. They also relate to the elements of CMS' Quality Assurance/Performance Improvement (QAPI), a regulatory requirement for all CMS-certified nursing facilities.



**Leadership:** Sets direction, creates a vision, and establishes organizational values. It plays a crucial role in fostering an environment of continuous improvement and innovation.

**Strategy:** Effective strategic planning ensures that organizations have a clear roadmap for achieving their goals. It helps to align resources and efforts toward achieving desired outcomes.

**Customers:** Understanding and meeting customer needs is essential for organizational success. High-performing organizations build strong customer relationships, gather feedback, and continuously improve customer satisfaction and engagement.



**Measurement, Analysis, and Knowledge Management:**

Organizations need to measure their performance, analyze data, and use knowledge effectively to drive improvement. Data-driven decision-making and knowledge sharing enable shared decision-making and foster transparency.

**Workforce:** A skilled, motivated workforce is critical to achieving organizational objectives. High-performing organizations focus on employee engagement, development, and creating a positive work environment. This enables them to retain current staff and enhances their recruitment efforts.

**Operations:** Efficient and effective operations contribute to overall organizational performance. Strong operations rely on systematic processes for product and service delivery deployed widely throughout the organization, and continuously evaluated and improved.

**Results:** Organizations are judged by the results they can produce. Outcomes achieved by the organization, including customer satisfaction, financial performance, and societal impact, should be tracked, trended, and compared with relevant benchmarks to provide an assessment of organizational performance.