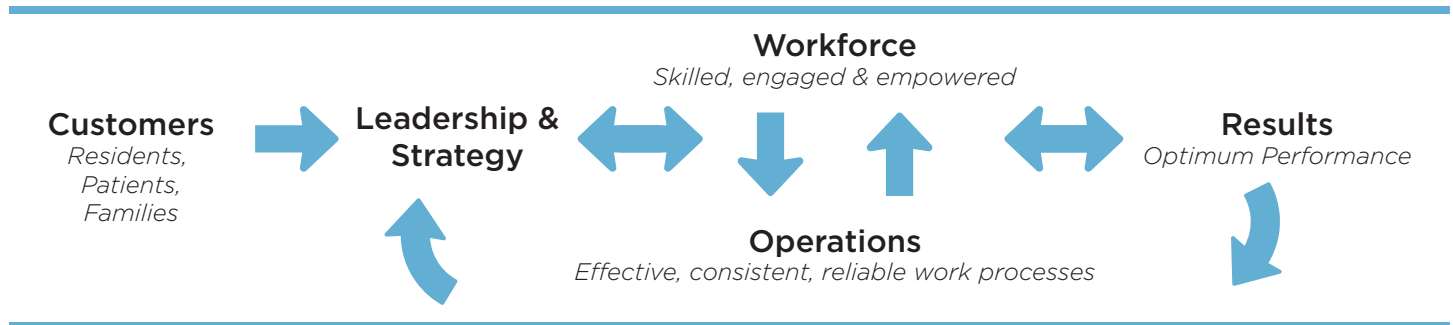


The two approaches that form the foundation of the 2015-2018 AHCA/NCAL Quality Initiative are the Baldrige Performance Excellence Criteria and Quality Assurance/Performance Improvement (QAPI). In order to achieve and sustain the Quality Initiative goals and drive overall business success, an organization must engage in a systematic performance improvement model, such as Baldrige or QAPI.

An integrated management model, adapted from the Quantum Performance Group, is outlined below. In this model, systematic change results from a comprehensive process where various key aspects of operating a business are continuously analyzed, leadership and strategy are driven by the customer and all staff are empowered to provide high quality, individualized service for the customer through effective work processes.

**Guided by Organization’s Mission, Vision & Values**



**Measurement, Analysis & Knowledge Management**

*Data to drive decisions and dashboard to monitor progress*

Here is a brief summary of this model:

- **Customer is the driver of work** at the organization. Results produced must matter, produce value in eyes of the customer and go well beyond meeting minimum requirements.
- **Results** Every organization exists to produce certain results. If it fails to produce results long enough, it will not stay in business.
- **Leadership** must produce clear direction to consistently deliver value. Leaders must align work in organization to achieve results.
- **Strategy** at high performing organizations is used to focus priorities and produce positive business outcomes.
- **Workforce** must be motivated, willing and eager to work, possess the skill set and competency to do the job and be empowered to make decisions and suggest improvements.
- **Operations must be effective.** Without effective work processes, an organization can have a perfect workforce but produce negative results. Rework caused by ineffective work processes increases costs and never adds value.
- **Measurement, Analysis and Knowledge Management** requires organizations to use data to support decisions, in-process measures and dashboard to monitor progress.
- All Organizational action should also be guided by the **organization’s mission, vision and values** and the key factors that makes the organization unique.

**The model is supported by the core values of the Baldrige criteria.** These core values represent underlying beliefs of high performing organizations. They should be imbedded in the systematic processes within your organization, to help yield the best results for your customers.

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|--|--|
| • Visionary leadership                   | • Managing for innovation                      |
| • Patient-focused excellence             | • Management by fact                           |
| • Organizational and personal learning   | • Societal responsibility and community health |
| • Valuing workforce members and partners | • Focus on results and creating value          |
| • Agility                                | • Systems perspective                          |
| • Focus on the future                    |  |