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**

Customers
- Residents
- Patients
- Families

Leadership & Strategy

- Skilled, engaged & empowered Workforce
- Optimum Performance Results

Operations
- Effective, consistent, reliable work processes

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.

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