

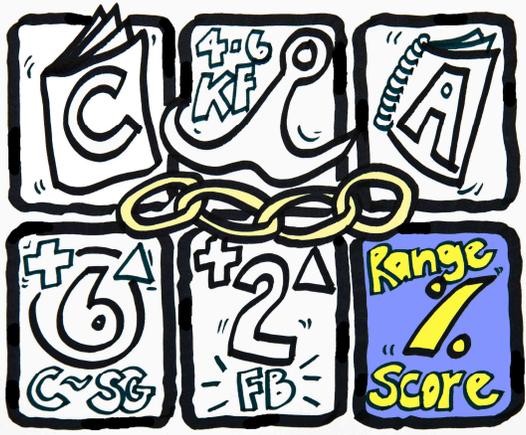
Part 2: Independent Review Topic 2: Evaluating Process Items

Step 6: Determine the Score for the Item



1

Step 6: Determine the Score for the Item



2

Review: Baldrige Point Values

Criteria for Performance Excellence Items and Point Values

Categories and Items	Point Values
1 Leadership	120
1.1 Senior Leadership	70
1.2 Governance and Societal Contributions	50
2 Strategy	85
2.1 Strategy Development	45
2.2 Strategy Implementation	40
3 Customers	85
3.1 Customer Expectations	40
3.2 Customer Engagement	45
4 Measurement, Analysis, and Knowledge Management	90
4.1 Measurement, Analysis, and Improvement of Organizational Performance	45
4.2 Measurement and Knowledge Management	45
5 Workforce	85
5.1 Workforce Environment	40
5.2 Workforce Engagement	45
6 Operations	85
6.1 Work Processes	45
6.2 Operational Effectiveness	40
7 Results	450
7.1 Product and Process Results	120
7.2 Customer Results	80
7.3 Workforce Results	80
7.4 Leadership and Governance Results	80
7.5 Financial, Market, and Strategy Results	90
TOTAL POINTS	1,000

Identifies Applicant's maturity level

Each Item is Scored

Scores determined at (IR), CR, SV

Same process used at each phase

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Key Scoring Terms

Consistent definition supports accurate scoring

Process Strengths:

- Processes, approaches, or methods that support the applicant's achievement of its desired results, in the context of the Criteria, the applicant's Key Factors & Scoring Guidelines.

Process Opportunities for Improvement (OFIs):

- Processes, approaches, or methods (or lack of one of these) that create vulnerabilities in achieving the applicant's desired results, in the context of the Criteria, the applicant's Key Factors & Scoring Guidelines.

Approaches are systematic if they

- Are well ordered
- Are repeatable
- Use data and information so learning is possible
- Build in the opportunity for evaluation, improvement, and sharing thereby permitting a gain in maturity

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Scoring Key Terms

Innovation

Involves the adoption of an idea, process, technology, product, or business model that is either ***new or new to its proposed application***. The outcome of innovation is a ***discontinuous or breakthrough change*** in results, products, or processes.

Continuous Improvement

Discontinuous Improvement

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Scoring Key Terms

Anecdotal	Process information that lacks specific methods, measures, deployment mechanisms, and evaluation, improvement, and learning factors.
Effective	Extent to which a process addresses (or appears to address) its intended purpose.
Deployment	Extent to which the organization's Approach to address item requirements is applied consistently and used where appropriate in the organization.

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Scoring Key Terms	
Learning	Refinement of the approach through cycles of evaluation and improvement; breakthrough change to the approach through innovation; and the sharing of refinements and innovations in the organization
Alignment	The extent of consistency among methods that support goals
Integration	Harmonization across processes and work units to operate as a fully interconnected unit and support organization-wide goals

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A look at Process Scoring Guidelines

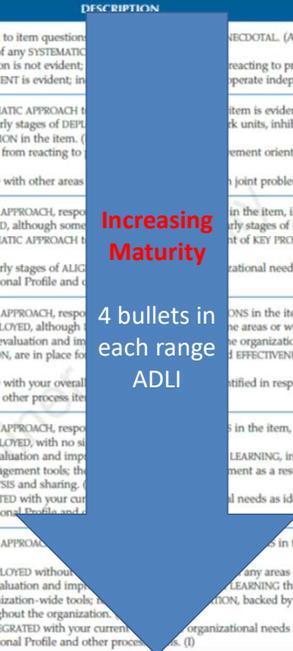


Require Interpretation

SCORE	DESCRIPTION
1	No SYSTEMATIC APPROACH to item questions. Little or no DEPLOYMENT of any SYSTEMATIC approach. An improvement orientation is not evident; No organizational ALIGNMENT is evident; in
2	The beginning of a SYSTEMATIC APPROACH to item questions. The APPROACH is in the early stages of DEPLOYMENT, achieving the BASIC QUESTION in the item. Early stages of a transition from reacting to evidence. (L) The APPROACH is ALIGNED with other areas
3	An EFFECTIVE, SYSTEMATIC APPROACH, response to the item, is evident. (A) The APPROACH is DEPLOYED, although some early stages of DEPLOYMENT. The beginning of a SYSTEMATIC APPROACH to evidence. (L) The APPROACH is in the early stages of ALIGNMENT with organizational needs identified in
4	An EFFECTIVE, SYSTEMATIC APPROACH, response to the item, is evident. (A) The APPROACH is well DEPLOYED, although some early stages of DEPLOYMENT. A fact-based, SYSTEMATIC evaluation and improvement orientation are in place for KEY PROCESSES. (L) The APPROACH is ALIGNED with your overall organizational needs identified in response to the
5	An EFFECTIVE, SYSTEMATIC APPROACH, response to the item, is evident. (A) The APPROACH is well DEPLOYED, with no significant gaps. Fact-based, SYSTEMATIC evaluation and improvement orientation are KEY management tools; the APPROACH is INTEGRATED with your current organizational-level ANALYSIS and sharing. The APPROACH is INTEGRATED with your current response to the Organizational Profile and other process
6	An EFFECTIVE, SYSTEMATIC APPROACH, response to the item, is evident. (A) The APPROACH is fully DEPLOYED without significant gaps. Fact-based, SYSTEMATIC evaluation and improvement orientation are KEY organization-wide tools; the APPROACH is well INTEGRATED with your current response to the Organizational Profile and other process

Increasing Maturity

4 bullets in each range ADLI



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APPROACH		Process Scoring Guidelines	
SCORE	DESCRIPTION		
0% or 5%	<ul style="list-style-type: none"> No SYSTEMATIC APPROACH to item questions is evident; information is ANECDOTAL. (A) LITTLE OR NO DEPLOYMENT of any SYSTEMATIC APPROACH is evident. (D) An improvement orientation is not evident; improvement is achieved by reacting to problems. (L) No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I) 		
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> The beginning of a SYSTEMATIC APPROACH to the BASIC QUESTION in the item is evident. (A) The APPROACH is in the early stages of DEPLOYMENT in most areas or work units, inhibiting progress in achieving the BASIC QUESTION in the item. (D) Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L) The APPROACH is ALIGNED with other areas or work units largely through joint problem solving. (I) 		
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH responsive to the BASIC QUESTION in the item, is evident. (A) The APPROACH is DEPLOYED, although some areas or work units are in early stages of DEPLOYMENT. (D) The beginning of a SYSTEMATIC APPROACH to evaluation and improvement of KEY PROCESSES is evident. (L) The APPROACH is in the early stages of ALIGNMENT with the basic organizational needs identified in response to the Organizational Profile and other process items. (I) 		
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL QUESTIONS in the item, is evident. (A) The APPROACH is well DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D) A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING, including some INNOVATION, are in place for improving the efficiency and EFFECTIVENESS of KEY PROCESSES. (L) The APPROACH is ALIGNED with your overall organizational needs as identified in response to the Organizational Profile and other process items. (I) 		
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to MULTIPLE QUESTIONS in the item, is evident. (A) The APPROACH is well DEPLOYED, with no significant gaps. (D) Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING, including INNOVATION, are KEY management tools; there is clear evidence of refinement as a result of organizational-level ANALYSIS and sharing. (L) The APPROACH is INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I) 		
90%, 95%, or 100%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE QUESTIONS in the item, is evident. (A) The APPROACH is fully DEPLOYED without significant weaknesses or gaps in any areas or work units. (D) Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING through INNOVATION are KEY organization-wide tools; refinement and INNOVATION, backed by ANALYSIS and sharing, are evident throughout the organization. (L) The APPROACH is well INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I) 		9

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DEPLOYMENT		Process Scoring Guidelines	
SCORE	DESCRIPTION		
0% or 5%	<ul style="list-style-type: none"> No SYSTEMATIC APPROACH to item questions is evident; information is ANECDOTAL. (A) LITTLE OR NO DEPLOYMENT of any SYSTEMATIC APPROACH is evident. (D) An improvement orientation is not evident; improvement is achieved by reacting to problems. (L) No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I) 		
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> The beginning of a SYSTEMATIC APPROACH to the BASIC QUESTION in the item is evident. (A) The APPROACH is in the early stages of DEPLOYMENT in most areas or work units, inhibiting progress in achieving the BASIC QUESTION in the item. (D) Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L) The APPROACH is ALIGNED with other areas or work units largely through joint problem solving. (I) 		
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the BASIC QUESTION in the item, is evident. (A) The APPROACH is DEPLOYED, although some areas or work units are in early stages of DEPLOYMENT. (D) The beginning of a SYSTEMATIC APPROACH to evaluation and improvement of KEY PROCESSES is evident. (L) The APPROACH is in the early stages of ALIGNMENT with the basic organizational needs identified in response to the Organizational Profile and other process items. (I) 		
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL QUESTIONS in the item, is evident. (A) The APPROACH is well DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D) A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING, including some INNOVATION, are in place for improving the efficiency and EFFECTIVENESS of KEY PROCESSES. (L) The APPROACH is ALIGNED with your overall organizational needs as identified in response to the Organizational Profile and other process items. (I) 		
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to MULTIPLE QUESTIONS in the item, is evident. (A) The APPROACH is well DEPLOYED, with no significant gaps. (D) Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING, including INNOVATION, are KEY management tools; there is clear evidence of refinement as a result of organizational-level ANALYSIS and sharing. (L) The APPROACH is INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I) 		
90%, 95%, or 100%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE QUESTIONS in the item, is evident. (A) The APPROACH is fully DEPLOYED without significant weaknesses or gaps in any areas or work units. (D) Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING through INNOVATION are KEY organization-wide tools; refinement and INNOVATION, backed by ANALYSIS and sharing, are evident throughout the organization. (L) The APPROACH is well INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I) 		10

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Process Scoring Guidelines

- 1 Descriptive
- 2 Reflects Maturity
- 3 6 Ranges
- 4 ADLI Based
- 5 Requires Interpretation
- 6 Not A Checklist
- 7 Holistic

SCORE	DESCRIPTION
0% or 5%	<ul style="list-style-type: none"> No SYSTEMATIC APPROACH to item questions is evident; information is ANECDOTAL. (A) Little or no DEPLOYMENT of any SYSTEMATIC APPROACH is evident. (D) An improvement orientation is not evident; improvement is achieved by reacting to problems. (L) No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I)
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> The beginning of a SYSTEMATIC APPROACH to the BASIC QUESTION in the item is evident. (A) The APPROACH is in the early stages of DEPLOYMENT in most areas or work units, inhibiting progress in achieving the BASIC QUESTION in the item. (D) Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L) The APPROACH is ALIGNED with other areas or work units largely through joint problem solving. (I)
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the BASIC QUESTION in the item, is evident. (A) The APPROACH is DEPLOYED, although some areas or work units are in early stages of DEPLOYMENT. (D) The beginning of a SYSTEMATIC APPROACH to evaluation and improvement of KEY PROCESSES is evident. (L) The APPROACH is in the early stages of ALIGNMENT with the basic organizational needs identified in response to the Organizational Profile and other process items. (I)
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL QUESTIONS in the item, is evident. (A) The APPROACH is well DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D) A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING, including some INNOVATION, are in place for improving the efficiency and EFFECTIVENESS of KEY PROCESSES. (L) The APPROACH is ALIGNED with your overall organizational needs as identified in response to the Organizational Profile and other process items. (I)
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to MULTIPLE QUESTIONS in the item, is evident. (A) The APPROACH is well DEPLOYED, with no significant gaps. (D) Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING, including INNOVATION, are KEY management tools; there is clear evidence of refinement as a result of organizational-level ANALYSIS and sharing. (L) The APPROACH is INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I)
90%, 95%, or 100%	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE QUESTIONS in the item, is evident. (A) The APPROACH is fully DEPLOYED without significant weaknesses or gaps in any areas or work units. (D) Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING through INNOVATION are KEY organization-wide tools; refinement and INNOVATION, backed by ANALYSIS and sharing, are evident throughout the organization. (L) The APPROACH is well INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I)

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The 5-Step Scoring Process

1. Review

Review the Strengths and OFIs that are documented for the Item
Read the appropriate Scoring Guidelines
2. Document

Identify the most accurate descriptor for each evaluation factor (ADLI/LeTCI)
Document the Range and Rational for each factor
3. Range

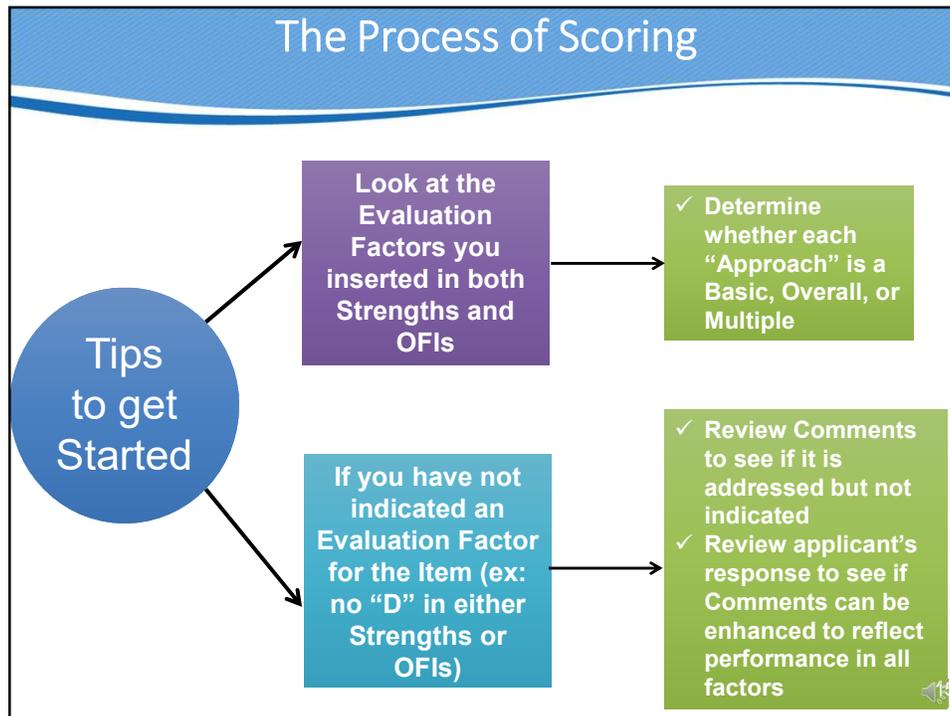
Select the Scoring Range for the Item
Guideline: if all evaluation factors are not in the same Range, identify the range achieved by all factors and select the next highest Range
4. Score Using 5% increments

Guideline: Consider "Importance" of each Factor to Applicant's improvement
Bottom of Range = everything indicated in the Scoring Guidelines for previous range and one or more in selected range
Top of Range = everything indicated in the Scoring Guidelines for that Range
5. Holistic Check

Validate or identify any changes to Range and/or Score based on holistic context of Scoring Guidelines

 - Is the Range most descriptive of applicant performance?
 - Is the Score reflective of Maturity within Range?

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1.2 Strengths

1. Review

Relevant KFs	++	Strength	Evidence	Item Ref.
1, 4		The BOD and CEO use established processes to evaluate the performance of the BOD, CEO, and SLs reflecting effective governance and leadership practices. A[M], D, I	<ul style="list-style-type: none"> The BOD Compensation Committee uses a self-evaluation and organizational performance to evaluate the CEO. The CEO evaluates SL performance annually using the PEP. The BOD uses a biannual self-evaluation to identify both performance and developmental opportunities. 	a(2)
4, 6		Board and Senior leaders ensure responsible governance, accountability, & transparency A[M], I	<ul style="list-style-type: none"> the composition and involvement of the community-based BOD Practices of Board to regularly review & achieve accountability. performance measures through the PMS Participation in voluntary accreditations 	a(1)
2, 5		The BOD and Senior Leaders address legal, regulatory, and community concerns potentially helping to address the strategic challenge of industry changes. A[M], D, I Not clear if processes to address & anticipate concerns;	<ul style="list-style-type: none"> BOD representation from the greater stakeholder community to anticipate concerns creating a Crisis Communication Plan as needed achieving voluntary accreditation from AOPO and AATB. SLs follow a strict adherence to policies and procedures for organ allocation, and use internal and external audits to assure regulatory requirements are met 	b(1)
4, 1		Stakeholder groups are involved in the promotion of legal and ethical behavior by engaging the workforce, customers, and other stakeholders. A[O] (no measures/indicators), D, I	<ul style="list-style-type: none"> Code of professional conduct for all employees and physicians conflict of interest Corporate Compliance Program (CCP) (Figure 1.1-2). Anonymous mechanism for workforce & stakeholders to report noncompliance 	b(2)

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1.2 OFIs

1. Review

Relevant KFs	--	Opportunity for Improvement	Evidence & Potential Impact	Item Ref.
1, 4, 5, 6		The processes to determine areas for organizational and SL actions to support and strengthen key communities are not evident. A(O)	<ul style="list-style-type: none"> the decision process regarding the construction of the Donor Memorial Monuments is unclear. it is not clear how SLs and the workforce contribute to improving key communities and building community health. Potential Impact: Repeatable processes to connect with and improve key communities may strengthen the engagement of the mission-driven workforce.	c(2)
1,4		Cycles of systematic evaluation and improvement for some key processes are not evident. L	<ul style="list-style-type: none"> there is no indication of how the Organizational Governance and Societal Contribution processes have been evaluated for improvement opportunities. Potential Impact: The systematic evaluation of processes for possible improvements may improve their effectiveness and/or efficiency and help address the key requirements of both communities within the service area and the BOD.	a,b,c

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Evaluation Factor Range and Rationale

2. Document

Strength	OFIs	Potential Scoring Range
Approaches responsive to the Multiple questions	c(2) Overall question OFI - applicant is not fully responsive to the multiple questions	70-85%
Deployment evident in 3 of 5 strengths	No deployment OFIs; Well deployed	50-65%
Learning: no evidence called out in strengths	Item OFI around no evidence of evaluation	30-45%
Integration: Evidence of alignment with overall org needs	No explicit OFIs identifies	50-65%

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Range and Score

3. Range

➤ **Select the Scoring Range for the Item**

➤ Guideline: if all evaluation factors are not in the same Range, identify the range achieved by all factors and select the next highest Range

4. Score Using 5% increments

➤ **Select a score using 5% increments - Guidance**

➤ *Bottom of Range* = everything indicated in the Scoring Guidelines for previous range and one or more in selected range

➤ *Top of Range* = everything indicated in the Scoring Guidelines for that the Range

➤ Consider “Importance” of each Factor to Applicant’s improvement

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Range and Score

Evaluation Factor	Scoring Range
A	70-85%
D	50-65%
L	30-45%
I	50-65%

3. Range

➔

50-65%

Score Value: 60

Score Range: 50-65%

Rationale:

- **Approach:** Responsive to multiple questions, but no fully responsible to multiple questions (70-85%)
- **Deployment:** Strengths indicate well deployed, but may be gaps (50-65%)
- **Learning:** no evidence of fact-based systematic evaluation or improvement process as identified in OFI (30-45%)
- **Integration:** Strengths provide evidence of alignment with overall organization needs and key processes (50-65%)

4. Score Using 5% increments

Item 1.2 Score: 60%
Translates to: 30 Points

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5. Holistic Check

The Holistic Scoring Check

READ THIS

<p>50%, 55%, 60%, or 65%</p>	<ul style="list-style-type: none"> An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL QUESTIONS in the item, is evident. (A) The APPROACH is well DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D) A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING, including some INNOVATION, are in place for improving the efficiency and EFFECTIVENESS of KEY PROCESSES. (L) The APPROACH is ALIGNED with your overall organizational needs as identified in response to the Organizational Profile and other process items. (I)
----------------------------------	--

LIKE THIS

<p>50%, 55%, 60%, or 65%</p>	<p>An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL QUESTIONS of the item, is evident. The APPROACH is well DEPLOYED, although DEPLOYMENT may vary in some areas or work units. A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING, including INNOVATION, are in place for improving the efficiency and EFFECTIVENESS of KEY PROCESSES. The APPROACH is ALIGNED with your overall organizational needs as identified in response to the Organizational Profile and other process items.</p>
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AND ASK....

Is this Scoring Range the *most descriptive* of the Applicant's performance in this Item?

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The Holistic Scoring Check

5. Holistic Check

The Scoring Range most descriptive of the Applicant's performance in this Item:

- Does the selected Range and Score make sense from a holistic perspective?
 - Is the Range most descriptive of the applicant's performance?
 - Is the Score reflective of the maturity within the Range?
- If not
 - Identify and document any changes to the Range or Score

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The 5-Step Scoring Process - **OUTPUT**

Scoring
Score Value: 60
Score Range: 50-65%
Rationale:

- **Approach:** Responsive to multiple questions, but no fully responsible to multiple questions (70-85%)
- **Deployment:** Strengths indicate well deployed, but may be gaps (50-65%)
- **Learning:** no evidence of fact-based systematic evaluation or improvement process as identified in OFI (30-45%)
- **Integration:** Strengths provide evidence of alignment with overall organization needs and key processes (50-65%)

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If Comments and Score do not Align

*Feedback & Score alignment will occur at each stage
(IR, **CR**, and **SV**)*

If Score seems appropriate, comments may need to be adjusted:

- **Adjust wording to reflect appropriate maturity**
- **Remove/Replace feedback that is not appropriate for Score or for this applicant**

If comments seem appropriate

- **Review scoring and adjust to reflect feedback**



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Key Points

- **Understand the Scoring Guidelines**
 - **Terminology**
 - **Maturity**
- **Follow the 5-Step Scoring Process**
- **Understand and document scoring rationale**
- **Ensure that Comments and Score Align**



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Assignment and Next Steps

Assignment:

Step 6: Score the Item

Next:

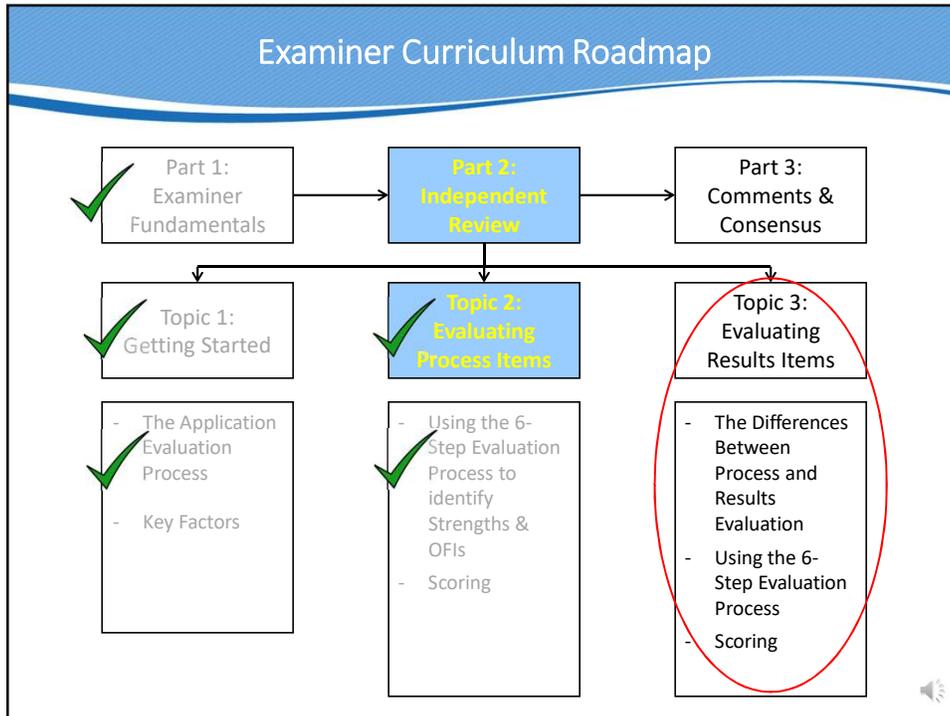


Results

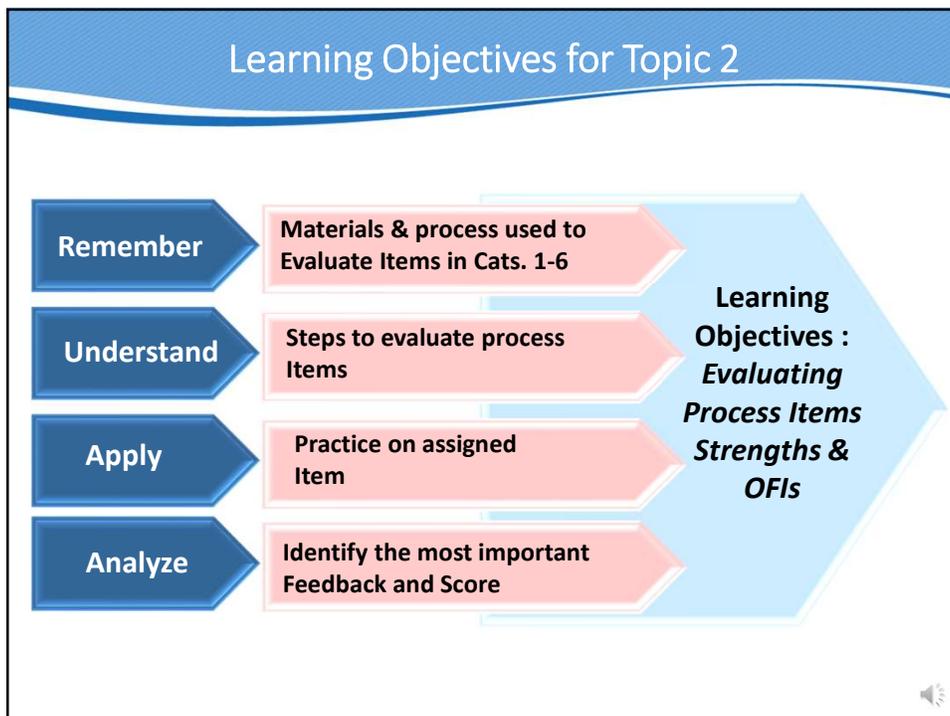


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26



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