

THE QUEST FOR EXCELLENCE



The Baldrige Community Celebrates the
29th Annual Quest for Excellence®
Baltimore, Maryland
April 2-5, 2017



Secretary of Commerce Wilbur Ross (left) takes the podium at the 29th Annual Malcolm Baldrige National Quality Awards presentation ceremony, April 2, 2017. With him are Acting NIST Director/Acting Under Secretary of Commerce for Standards and Technology, Kent Rochford (center) and ceremony emcee Dr. George Benson, Chair of the Board of Directors of the Baldrige Foundation.

Baltimore, MD – Nearly a thousand senior leaders, quality professionals, friends and supporters of the Baldrige Enterprise gathered here April 2-5, 2017, for the 29th Annual Baldrige Quest for Excellence® Conference. Each year, Quest for Excellence is an opportunity for the Baldrige community to come together, to share best practices, and to learn from one another. The highlight was the presentation of the Malcolm Baldrige National Quality Award to the 2016 Recipients by new Secretary of Commerce, Wilbur Ross.

“This year we are especially pleased that the new Secretary of Commerce presented the National Quality Awards,” said Al Faber, President and CEO of the Baldrige Foundation, the primary funding arm of the Baldrige Program. “Wilbur Ross is one of the nation's most respected businessmen, and we are honored to have him with us to usher in this new era for Baldrige.”

Those familiar with Baldrige have long understood its value. An independent study conducted in 2011 demonstrated a return on investment of 820:1 (showing for each dollar spent on the Baldrige program, an economic impact of \$820 was realized back into the economy). “From the beginning, in 1988, the Baldrige Criteria and the Baldrige Awards were designed to trigger transformational chain reactions that would yield a stronger, more competitive economy and a better quality of life for the people of this country,” said Foundation Board Chair and former President of the College of Charleston, Dr. George Benson.

Secretary Ross was certainly in agreement with Dr. Benson, saying in his official remarks, “The Malcolm Baldrige National Quality Award is the only award for excellence granted by the President of the United States, and it is only fitting that he do so because this public-private partnership generates \$1 billion per year in economic impact.”

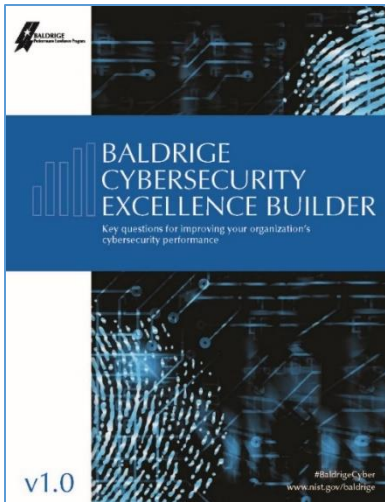
During the event, emceed by Dr. Benson, Secretary Ross presented four organizations with the Baldrige National Quality Award. The 2016 honorees are:

- [Don Chalmers Ford](#), Rio Rancho, New Mexico (small business)
- [Momentum Group](#), Irvine, Calif. (small business)
- [Kindred Nursing and Rehabilitation Center - Mountain Valley](#), Kellogg, Idaho (health care)
- [Memorial Hermann Sugar Land Hospital](#), Sugar Land, Texas (health care).



On stage at the awards ceremony, these are the 2016 Malcolm Baldrige National Quality Award recipients.

Baldrige Expands into Cybersecurity



This year the Quest Conference began with the Cybersecurity Pre-Conference Workshop sponsored by Cisco Systems, and Secretary Ross's formal announcement releasing the *Baldrige Cybersecurity Excellence Builder*, a 32-page self-assessment guide that organizations can use to better assess and manage cybersecurity risks. The guide is based on the popular, [NIST Cybersecurity Framework](#), widely used in the both the public and private sectors.

"From its inception in 1987," said Faber, "it has been understood that the Baldrige process applies to virtually any sector of the economy and any type of organization. Cybersecurity is the latest application of Baldrige principles to deal with a new set of challenges in the information age."

Congress originally authorized awards in the Manufacturing, Service and Small Business sectors. As Baldrige was adopted by other organizations, Congress added the healthcare and education sectors in 1998, and a government and nonprofit sectors in 2005.

"Baldrige can be adapted and scaled to meet virtually any organizational model," Faber said, "and is on the forefront of dealing with one of the greatest challenges of the modern era, threats to cybersecurity. The Baldrige Cybersecurity Excellence Builder is the first of what we hope will be a broader arsenal of Baldrige-based tools to help secure our nation's critical cyber infrastructure."

Partners, Sponsors and Supporters

The Baldrige Foundation has been spending a great deal of time and energy building relationships in America's boardrooms. "Our primary goal," says Faber, "is to rebuild the Foundation's endowment to ensure the continuing and long-term viability of the Baldrige Program. We are also working on public funding in the form of a federal appropriation to give us time to accomplish that, but ultimately, it is forming relationships with the right people in the private sector and partnering with them that will secure the future of the Baldrige Enterprise."

The Foundation took center stage Monday and Tuesday to celebrate several organizations that have already stood-up and demonstrated their support for Baldrige.



The Foundation presented these beautiful crystals to ten organizations in recognition of their support of the Foundation's efforts to grow the Baldrige Enterprise.

“We were very happy to announce that the Ford Motor Company, one of America’s iconic businesses, became a major supporter of the Baldrige Foundation in 2017,” said Faber, “along with the continued and growing support of the American Hospital Association, the College of Healthcare Information Management Executives, Cisco Systems, the American College of Healthcare Executives, and a host of others.”

The Foundation also announced a new strategic corporate partnership with Walden University. “We have been honored to partner with the Synergy Organization and Beyond Feedback for the past several years,” said Faber. “This partnership with Walden is another way for us to provide a real service to thousands of examiners, judges and volunteers that are central to the Baldrige process.”

“Through our alliance with Walden, the Baldrige community will have the opportunity to gain relevant knowledge that can be applied immediately in their careers and roles to directly affect solutions to critical societal problems,” said Dr. Freda Turner, Dean of the School of Management at Walden University. “We look forward to joining forces with Baldrige to offer educational opportunities that focus on real-world challenges and inspire positive social change.”



Molly Baldrige, daughter of Secretary Malcolm Baldrige, at the 29th annual Quest for Excellence Conference in Baltimore. The Baldrige family made the largest single donation in the history of the Foundation. Here, Molly challenges others to support the Foundation and the ongoing effort to preserve the Baldrige Enterprise.

to strengthen its organizations by making them more efficient and competitive, and it’s been proven that Baldrige does that across all sectors of the economy.”

Molly and her family, mother Midge and sister Megan, are taking action to back up those words. Together, they have made the largest single gift to the Foundation in its nearly 30-year history, and they have challenged others to join them. “We sincerely hope,” Molly Baldrige said, “that companies and organizations will join the Baldrige Family in support of such a worthy cause.”

The Baldrige Family also continues to serve as engaged ambassadors for the Baldrige Foundation and Program. Molly Baldrige, daughter of Secretary Baldrige, was the keynote speaker at the Foundation’s Annual Dinner in 2016, and she returned to Quest in 2017 to continue to show her personal support, as well as that of her family.

“Molly’s presence truly invigorates this community,” Faber said. “It is not just the love for her father that she shows so clearly, but her continued commitment to the quality movement that bears his name and which connects us all.”

As Molly Baldrige said during her comments at the Examiner recognition event, “There is no better effort to make for our country than

Examiner Recognition Ceremony

Each year more than 400 professionals from across all sectors of the economy serve the National Baldrige Performance Excellence Program as examiners. It is considered an honor to be chosen by the program, which receives examiner applications from around the globe. Examiners were privileged to have Molly Baldrige on stage with them as they received their certificate of appreciation from Robert Fangmeyer, the Program's Director as well as Rulon Stacey, Chair of the Board of Overseers, and George Benson, PhD., Chair of the Baldrige Foundation.

Examiners in attendance expressed great appreciation for this opportunity. "Each year that I serve, I feel that I learn as much as I give back", said Suki Wright, a 10-year examiner. "This year, having Molly present me with my certificate was an especially proud moment. Knowing that Malcolm Baldrige's daughter recognizes and appreciates my work means a lot to me both personally and professionally." The ceremony is held each year as a part of the Quest for Excellence conference.



Bob Fangmeyer, Director of the Baldrige Performance Excellence Program, kicks off the Examiner Recognition Ceremony at the 29th Quest for Excellence Conference.

Mr. Fangmeyer addressed the Board of Examiners, thanking them and recognizing the amount of time and energy it takes to be part of the Board. He also made a special point to recognize those who were serving for the first time, telling them that their contributions were just as important as those who had served for a decade or more, and that the number of hours given by examiner volunteers were the equivalent of more than \$5 million in services, with state-level examiners giving an additional \$30 million worth of services back into the economy in their respective state-based programs.

The Baldrige Program trains volunteers to become experts in the Baldrige Framework and then how to examine an organization's application through that lens.

"Each year, we are grateful for, and amazed at the dedication, passion, and commitment these volunteer examiners show in helping organizations on their journeys to performance excellence," says Dr. George Benson. Prior to training, each examiner prepares pre-work following the review of a case study, and then attends a week-long training session at the Baldrige Performance Excellence Program offices in Gaithersburg, MD. Following training, examiners are placed on teams and review an application that has been submitted to the program. All applicant organizations must be recognized at the highest level by their state program (or received a waiver of that requirement) prior to being eligible for review at the national level.

"In total, examiners spend well over 100 hours performing their duties," says Fangmeyer. "Those that examine organizations that move on to a site visit, can spend an additional 100 hours. That kind of commitment to help others is commendable, and we are so pleased that Molly was able to meet each examiner to thank them personally."

Foundation Awards

Since 2013, the Foundation has recognized one individual as an exemplar of leadership by bestowing upon them the Harry S. Hertz Leadership Award. The 2017 recipient is Mary Searcy Bixby, Founder, President and CEO of The Charter School of San Diego (CSSD). CSSD was a recipient of the Malcolm Baldrige National Quality Award in 2015.



"Mary is a true leader in the education field in California and throughout the country," said Al Faber, President and CEO of the Baldrige Foundation. "She and her team have built a world-class education organization which is transforming the lives of thousands of at risk students."

"It is humbling to receive an honor that is so much a result of our team's work. Serving students in the manner they deserve is the result of lots of people striving for high quality performance each and every day," Bixby said.

Mary Searcy Bixby led the Charter School of San Diego to the Malcolm Baldrige National Quality Award in 2015 and here receives the Foundation's Harry S. Hertz Leadership Award for 2017.

This year, the Foundation also unveiled a new award named after another icon of Baldrige service, Dr. E. David Spong.

This new award recognizes an individual who has performed truly extraordinary service and who has created a legacy which will inspire future generations of leaders," said Foundation President and CEO Al Faber. "That is why we are proud to present the inaugural lifetime achievement award to the man who inspired it and will serve as the award's namesake, Dr. E. David Spong."

"Dr. Spong has been a Baldrige practitioner and advocate throughout his career. He is a two-time recipient of the Baldrige National Quality Award, and is the only person to lead an organization to the National Quality Award in two different sectors. He led the Boeing Airlift and Tanker Programs to the 1998 award in manufacturing, and the Boeing's Aerospace Support division to the 2003 Baldrige Award in the service sector.

"I am thrilled to lend my name to this award, but the Baldrige Enterprise is the real champion," said Dr. Spong. "Baldrige recipients serve as role model



Foundation President and CEO Al Faber (center) and Chair of the Foundation's Board of Directors, Dr. George Benson (left), congratulate Dr. E. David Spong, inaugural recipient of the lifetime achievement award that will bear his name.

organizations for everyone else to emulate. Through Baldrige, “best practices” are documented, data driven, evidence-based examples of performance excellence. These examples can be replicated and impact every sector of the economy – manufacturing, small business, service, health care, education, the nonprofit sector and government, and beginning last year, cybersecurity. Baldrige is a recipe for first-class performance.”

“David’s career spans over five decades and encompasses many, varied leadership roles,” continued Faber. “At every step David has been a champion of the Baldrige Framework and the Baldrige Enterprise. The Baldrige Foundation is honored to present this award to him, and future leaders who embody his stellar achievements, and lifetime commitment to quality.”

Foundation Annual Dinner

Each year during the Quest Conference, the Baldrige Foundation hosts a dinner to provide an opportunity for people to socialize in a more relaxed environment and to share their thoughts and experiences with the Baldrige process. The dinner also features a keynote speaker with insights into Baldrige, the larger quality movement, and the strategic environment in which these organizations function.



Maryjane Wurth, Executive Vice President of the American Hospital Association and President and CEO of the Health Forum, being recognized by the Chair of the Foundation’s Board of Directors, Dr. George Benson, and Foundation President and CEO Al Faber after her keynote remarks at the Foundation’s Annual Dinner, April 4, 2017.

This year’s keynote speaker was Maryjane Wurth, Executive Vice President of the American Hospital Association and President and CEO of AHA’s Health Forum.

“Maryjane Wurth and AHA are critical supporters of the Baldrige Enterprise,” Faber said. “AHA was lead sponsor of the 2015-2016 Baldrige Excellence Framework for Health Care, and again stepped up to be lead sponsor of the 2017-2018 Framework for Health Care. That Framework is helping thousands of healthcare organizations in the United States and around the world provide improved clinical outcomes, patient safety, and innovative new services.”

Wurth’s keynote was a fascinating overview of the Washington, D.C. legislative climate regarding the healthcare sector, as well as an important analysis of the quality movement, and Baldrige in particular. As Wurth said earlier in the day, “In our current environment of uncertainty, and with so many challenges facing healthcare providers, the performance excellence and quality improvement that you help to facilitate is really essential to providing increased access for every individual and every community throughout this great nation to high quality, safe care.”

The dinner also provided an opportunity for attendees to congratulate E. David Spong on the establishment of the Lifetime Achievement Award in his name. Each dinner attendee received a

complimentary copy of *The Making of a World-class Organization*, the 2008 book written by David and long-time business partner, Foundation Board member, and Past Chair, Debbie Collard. After the dinner, David and Debbie graciously signed the books for all attendees.

“Looking back on the Conference as a whole,” Faber concluded, “I am reminded of the words Maryjane Wurth said to us on Tuesday afternoon. She said that she had learned from her association with Baldrige to stop looking in the rear-view mirror, and to look out the window in front of us to see where we are going.”

“This is a critical time for the entire Baldrige Enterprise,” Dr. Benson said. “We need Congress to step-up and provide support while we rebuild the endowment. Things are once again moving in the right direction, but we need time.”

The Baldrige Community is confident that a new administration, relying heavily on the business acumen of the President himself, and his advisers like Secretary Ross, the new Commerce Secretary, will be more supportive and recognize the importance of Baldrige, and provide that time which Dr. Benson spoke of.

As the Secretary said, “Having now picked up the baton, the President and I are hard at work building on, and emulating the accomplishments of, Secretary Baldrige.”



On behalf of the Baldrige Foundation and The Baldrige Enterprise,
thank you to our 2017 Donors and Sponsors!



About The Foundation for the Malcolm Baldrige National Quality Award

The Baldrige Foundation is the private-sector partner of the Baldrige Performance Excellence Program (BPEP) in the National Institute of Standards and Technology within the Department of Commerce. Its mission is to ensure the long-term financial viability of the BPEP and to support organizational performance excellence. To learn more please contact Casey Mackert at (330) 305-1229 or cmackert@baldrigefoundation.org. The [Baldrige Foundation](http://baldrigefoundation.org) is recognized as a 501(c)(3) tax exempt organization. Your contributions are tax deductible. [Click here learn more about Baldrige Performance Excellence Program.](#)