



**Recognition Program**

*Join a Class of Distinction*

# **2018 Interest in Excellence APPLICATION**

## **Health Care**

ILPEX Recognition Program  
1501 W. Bradley Ave, Jobst 428  
Peoria, IL 61625

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## Introduction

The ILPEX Awards for Excellence Program is a self-assessment recognition program designed and administered with the primary objective of helping you understand your organization's strengths and opportunities for improvement as defined by the criteria of the Malcolm Baldrige National Quality Award®. Known around the world as best-in-class, these biennially reviewed and updated criteria provide the framework for assessing yourself against role model organizations both within and outside your sector. Throughout the year, ILPEX also offers multiple training programs geared toward assisting your organization on its journey toward excellence.

ILPEX offers two levels of review that include external assessment:

- 1) Full 50-page Application, including the Organizational Profile, and
- 2) Interest in Excellence Application, based on only the 5-page Organizational Profile.

Those completing the full 50-page Application receive a thorough assessment by a team of trained examiners resulting in a feedback report focused on the organization's strengths and opportunities within each of the 7 Criteria and 18 Items. This may include a site visit by a team of examiners and some level of award recognition.

Those organizations completing the Interest in Excellence Application receive a written feedback report based on the information provided and have the opportunity to be recognized with the Interest in Excellence Certificate during annual ILPEX Awards for Excellence Ceremony.

The Interest in Excellence Application is based on completion of the *Organizational Profile* because this is considered the starting point for self-assessment. Why?

- The Organizational Profile helps you and your management team step back and answer logically sequenced questions that collectively provide an overview of what your organization does, values, worries about, and focuses on strategy. The answers provide an overview of your organization that can be shared with new employees, customers, suppliers, stakeholders, grantors, etc.
- Working together to complete the profile will help you determine the cohesiveness of your organization's management team members as you identify any gaps in information, focus, and/or conflicting viewpoints.
- Your self-assessment relative to the organizational profile questions will help you understand potential gaps based on areas where you find conflicting, little, or no information; these gaps represent areas to be addressed before you move any further in the application process.
- Completing the Organizational Profile is not only one of the requirements for the full Application, but it also sets the context for addressing the unique aspects of your organization within each of your responses in categories 1-7 (should you decide to complete the full Application at a later date).
- Your participation in the Interest in Excellence Application process demonstrates your organization's interest in excellence and continuous improvement. This process can serve as an effective starting point to improve the quality of your products and service, enhance customer loyalty, increase workforce engagement, and provide a platform to accelerate change, growth, and improvement throughout your entire organization.

## **Interest in Excellence Application Specifics**

### ***What you can expect...***

Once you complete and submit the Interest in Excellence Application:

- Your 5-page Organizational Profile will be assigned to a group of experienced examiners who will individually assess and then collectively complete a synthesized written Feedback Report based on the information provided.

*Please note that each examiner working on your application:*

- 1) signs an affidavit stating he/she has no conflict of interest with your application or organization, and*
- 2) agrees in writing to maintain the confidentiality of all information provided in your application.*

*As set forth by the Baldrige Program, ILPEX follows the highest ethical standards regarding an application's confidentiality, removing any direct or implied conflicts of interest.*

- Within approximately 45 days of receipt of your Interest in Excellence Application by ILPEX, you will receive the examiner team's Feedback Report that will summarize:
  - Organizational Profile questions that were not addressed, were missing expected information, or that provided excess detail and/or unrelated information.
  - Answers to Organizational Profile questions that need additional clarity, or may require a better understanding of key terms or concepts and where they connect to the Criteria as appropriate.
  - A sample list of possible metrics that an examiner would expect the applicant tracks and regularly reviews based on the information provided in the Organizational Profile,
- After receiving the Feedback Report, you may request a one hour phone call to verify and clarify any points within the report.
- If you submit your application no later than January 31, you will receive formal recognition at the annual ILPEX Awards for Excellence Ceremony, held in the spring. This recognition includes media exposure and a certificate signifying your completion of the self-assessment process.

### **Application Fee and Timetable for Submission**

The application fee for Interest in Excellence Level is **\$2,000** and is due when you submit the **Interest in Excellence Application Overview and Release Form** along with the five-page **Organizational Profile**. Please make checks payable to **IMEC**.

Interest in Excellence Applications will be accepted at any time throughout the year. All applicants will receive the Feedback Report and optional one hour phone debriefing. **All applicants submitting Interest in Excellence Applications by January 31** will also receive one free admission and special discount rates for the applicants' employees, partners, families, and other stakeholders to attend annual ILPEX Awards for Excellence Ceremony. This ceremony will take place in the spring.

## Process

### ***Application Overview and Release Form Instructions***

1. Complete the **ILPEX Interest in Excellence Application Overview and Release Form** on page 6.
2. Develop your organization's responses to the **Organizational profile** questions. A pre-formatted template is provided on page 8 and should be used to document and submit your Organizational Profile responses. When complete, **your Organizational Profile responses may not exceed five pages.**
  - The Organizational Profile template is set up in a two-column format, with 10 point font. Please do NOT change the two-column format or font size.
  - You may add charts or tables within the template as needed to summarize key information.
  - In addition to the five-pages allotted for your responses to the Organizational Profile questions, you may also include an organization chart and a summary of terms, acronyms and abbreviations that are used within your Organizational Profile. Neither of these count against the five-page maximum. The organization chart may help the examiners understand the structure of the applicant organization. The terms, acronyms and abbreviations are provided to clarify information included in your Organizational Profile that would otherwise be unfamiliar to the examiners.

### ***Organizational Profile Instructions***

The following color-coding is used to identify three different types of information within the Organizational Profile template that begins on page 8.

- **Bolded Black text** is used for all section headers [e.g., **P.1a(2) Vision and Mission**]. Black text is also used after each set of **blue text questions**, indicating the applicant should "<Insert your response here>." Please replace the prompts labeled <Insert your response here>. All of your answers should be in black text.
- **Blue text** is used for all questions that you will respond to in developing your Organizational Profile. For example:

What are your main health care service offerings? What is the relative importance of each to your success? What mechanisms do you use to deliver your health care services?
- **Red text** is used for **NOTES** that help further explain the questions in the Organizational Profile. Once you have read the information in the **NOTES**, please delete all red text before submitting your application to ILPEX. For example:

[NOTE P.1a(1): Read and delete - Health care service offerings are the services you offer in the marketplace. Mechanisms for delivering services to your patients might be direct or might be indirect, through contractors, collaborators, or partners.]

In addition to the **NOTES** in the template, applicants are encouraged to consult the **Glossary of Key Terms** in the Baldrige Excellence Framework (<http://www.nist.gov/baldrige/publications/criteria.cfm>)

### ***Additional Suggestions regarding how you might organize yourselves to complete the Interest in Excellence Application***

How you proceed depends upon the level of involvement and time an organization wants to expend on the application.

For smaller organizations with less than 50 employees, the senior executive or their designee may write the initial application with one or two helpers over a period of two to four weeks, and then present the application to the entire management team for review and updates.

For larger organizations, the senior executive may want to gather his/her senior managers to first discuss the Organizational Profile questions, and then assign a team(s) to write the Organizational Profile.

Consider using project management tools to assist in meeting your application preparation deadlines. Prior to starting, spend time to define and agree on the scope, timetable and budget. Each team may choose to meet regularly until it has completed its assignment and responded thoroughly to each of the Organizational Profile questions.

### **Questions or Comments**

Please contact the ILPEX office for all questions or comments about the Illinois Performance Excellence program or this application process at **888-806-4632** or **info@ilpex.org**.

### **Please mail all materials to:**

ILPEX Recognition Program, c/o IMEC  
1501 W. Bradley Ave, 428 Jobst Hall  
Peoria, IL 61625  
**Attn: Ben Krupowicz – Executive Director**

**Please make checks payable to IMEC**

## ILPEX Interest in Excellence Application Overview and Release Form

### 1. Applicant

<i>Organization Name</i>	<Insert here>
<i>City, State Zip</i>	<Insert here>
<i>Total # of employees (full-time equivalent)</i>	<Insert here>
<i>Total # of sites</i>	<Insert here>

### 2. Industry Sector

Place an "X" to identify the sector that best describes your organization

<input type="checkbox"/>	Manufacturing
<input type="checkbox"/>	Service
<input type="checkbox"/>	Health Care
<input type="checkbox"/>	Education
<input type="checkbox"/>	Government
<input type="checkbox"/>	Nonprofit

### 3. Industrial Classification

List up to three of the most descriptive 3 or 4 digit NAICS codes (see page 7 for listing)

<Insert here>
<Insert here>
<Insert here>

### 4. Official Contact

<i>Name</i>	<Insert here>
<i>Title</i>	<Insert here>
<i>Address (no PO Box)</i>	<Insert here>
<i>City, State Zip</i>	<Insert here>
<i>Phone</i>	<Insert here>
<i>E-mail</i>	<Insert here>

### 5. Application Fee

**Application Fee of \$2,000 is due when application is submitted.**

Contact the ILPEX office to clarify payment options.  
(888-806-4632 or [info@ilpex.org](mailto:info@ilpex.org))

### 6. Enter a one-sentence description of your organization:

<Insert here>
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### 7. Release Statement and Signature of Highest Ranking Official

<i>Name</i>	<Insert here>
<i>Title</i>	<Insert here>
<i>Address</i>	<Insert here>
<i>City, State Zip</i>	<Insert here>
<i>Phone</i>	<Insert here>
<i>E-mail</i>	<Insert here>

### Please read and sign:

I state and attest that:

I have reviewed the information supplied in this Application and related Organizational Profile. To the best of my knowledge, no untrue statement or omission of a material fact has been made in this application package. Based on the information herein and the current eligibility requirements for the Illinois Performance Excellence Award, my organization is eligible to apply.

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

## North American Industry Classification System (NAICS) Codes

Please insert NAICS codes most relevant to your organization's products and/or services on the first page of the Level 1 Application Form

111 Crop Production	518 Data Processing, Hosting and Related Services
112 Animal Production	519 Other Information Services
113 Forestry and Logging	521 Monetary Authorities-Central Bank
114 Fishing, Hunting and Trapping	522 Credit Intermediation and Related Activities
115 Support Activities for Agriculture and Forestry	523 Securities, Commodity Contracts, and Other Financial Investments and Related Activities
211 Oil and Gas Extraction	524 Insurance Carriers and Related Activities
212 Mining (except Oil and Gas)	525 Funds, Trusts, and Other Financial Vehicles
213 Support Activities for Mining	531 Real Estate
221 Utilities	532 Rental and Leasing Services
236 Construction of Buildings	533 Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)
237 Heavy and Civil Engineering Construction	541 Professional, Scientific, and Technical Services
238 Specialty Trade Contractors	551 Management of Companies and Enterprises
311 Food Manufacturing	561 Administrative and Support Services
312 Beverage and Tobacco Product Manufacturing	562 Waste Management and Remediation Services
313 Textile Mills	611 Educational Services
314 Textile Product Mills	6111 Elementary and Secondary Schools
315 Apparel Manufacturing	6112 Junior Colleges
316 Leather and Allied Product Manufacturing	6113 Colleges, Universities, and Professional Schools
321 Wood Product Manufacturing	6114 Business Schools and Computer and Management Training
322 Paper Manufacturing	6115 Technical and Trade Schools
323 Printing and Related Support Activities	6116 Other Schools and Instruction
324 Petroleum and Coal Products Manufacturing	6117 Educational Support Services
325 Chemical Manufacturing	621 Ambulatory Health Care Services
326 Plastics and Rubber Products Manufacturing	6211 Offices of Physicians
327 Nonmetallic Mineral Product Manufacturing	6212 Offices of Dentists
331 Primary Metal Manufacturing	6213 Offices of Other Health Practitioners
332 Fabricated Metal Product Manufacturing	6214 Outpatient Care Centers
333 Machinery Manufacturing	6215 Medical and Diagnostic Laboratories
334 Computer and Electronic Product Manufacturing	6216 Home Health Care Services
335 Electrical Equipment, Appliance, and Component Manufacturing	6219 Other Ambulatory Health Care Services
336 Transportation Equipment Manufacturing	622 Hospitals
337 Furniture and Related Product Manufacturing	623 Nursing and Residential Care Facilities
339 Miscellaneous Manufacturing	624 Social Assistance
423 Merchant Wholesalers, Durable Goods	711 Performing Arts, Spectator Sports, and Related Industries
424 Merchant Wholesalers, Nondurable Goods	712 Museums, Historical Sites, and Similar Institutions
425 Wholesale Electronic Markets and Agents and Brokers	713 Amusement, Gambling, and Recreation Industries
441 Motor Vehicle and Parts Dealers	721 Accommodation
442 Furniture and Home Furnishings Stores	722 Food Services and Drinking Places
443 Electronics and Appliance Stores	811 Repair and Maintenance
444 Building Material and Garden Equipment and Supplies Dealers	812 Personal and Laundry Services
445 Food and Beverage Stores	813 Religious, Grantmaking, Civic, Professional, and Similar Organizations
446 Health and Personal Care Stores	814 Private Households
447 Gasoline Stations	921 Executive, Legislative, and Other General Government Support
448 Clothing and Clothing Accessories Stores	922 Justice, Public Order, and Safety Activities
451 Sporting Goods, Hobby, Book, and Music Stores	923 Administration of Human Resource Programs
452 General Merchandise Stores	924 Administration of Environmental Quality Programs
453 Miscellaneous Store Retailers	925 Administration of Housing Programs, Urban Planning, and Community Development
454 Nonstore Retailers	926 Administration of Economic Programs
481 Air Transportation	927 Space Research and Technology
482 Rail Transportation	928 National Security and International
483 Water Transportation	
484 Truck Transportation	
485 Transit and Ground Passenger Transportation	
486 Pipeline Transportation	
487 Scenic and Sightseeing Transportation	
488 Support Activities for Transportation	
491 Postal Service	
492 Couriers and Messengers	
493 Warehousing and Storage	
511 Publishing Industries (except Internet)	
512 Motion Picture and Sound Recording Industries	
515 Broadcasting (except Internet)	
517 Telecommunications	

## Organizational Profile – <Insert Name of Applicant Organization>

### P.1 Organizational Description

<Insert a brief one paragraph description of your organization>

#### P.1a. Organizational Environment

##### P.1a(1) Health Care Services Offerings

What are your main health care service offerings? What is the relative importance of each to your success? What mechanisms do you use to deliver your health care services?

[NOTE P.1a(1): Read and delete - Health care service offerings are the services you offer in the marketplace. Mechanisms for delivering health care services to your patients might be direct or might be indirect, through contractors, collaborators, or partners.]

<Insert your response here>

**P.1a(2) Vision and Mission** What are your stated mission, vision, and values? What are your organization's core competencies, and what is their relationship to your mission?

[NOTE P.1a(2): Read and delete - Core competencies are your organization's areas of greatest expertise. They are those strategically important capabilities that are central to fulfilling your mission or provide an advantage in your marketplace or service environment. Core competencies are frequently challenging for competitors or suppliers and partners to imitate and frequently preserve your competitive advantage.]

<Insert your response here>

**P.1a(3) Workforce Profile** What is your workforce profile? What recent changes have you experienced in workforce composition or your workforce needs?

[NOTE 5.1 Read and delete - Workforce refers to the people actively involved in accomplishing your organization's work. It includes permanent, temporary, and part-time personnel, as well as any contract staff you supervise, independent practitioners (e.g., physicians, physician assistants, nurse practitioners, acupuncturists, and nutritionists not paid by your organization), and health profession students (e.g., medical, nursing, and ancillary). It includes team leaders, supervisors, and managers at all levels. For organizations that also rely on volunteers and unpaid staff to accomplish their work should include these groups as part of their workforce.]

[NOTE P.1a(3): Read and delete -Workforce or employee groups and segments (including organized bargaining units) might be based on type of employment or contract-reporting relationship, location (including telework), tour of duty, work environment, use of certain family-friendly policies, or other factors.]

<Insert your response here>

What are your workforce or employee groups and segments? What are the educational requirements for different employee groups and segments? What are the key drivers that engage them in achieving your mission and vision?

<Insert your response here>

What are your organized bargaining units (union representation)? What are your organization's special health and safety requirements?

<Insert your response here>

**P.1a(4) Assets** What are your major facilities, technologies and equipment?

<Insert your response here>

**P.1a(5) Regulatory Requirements** What is the regulatory environment under which you operate? What are the key applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry standards; environmental, financial, health care service delivery regulations?

[NOTE P.1a(5): Read and delete - Industry standards might include industrywide codes of conduct and policy guidance. Depending on the regions in which you operate, environmental regulations might cover greenhouse gas emissions, carbon regulations and trading, and energy efficiency.]

<Insert your response here>

#### P.1b Organizational Relationships

**P.1b(1) Organizational Structure** What are your organizational structure and governance system? What are the reporting relationships among your governance board, senior leaders, and parent organization, as appropriate?

[NOTE 1.1 Read and delete - In health care organizations with separate administrative/operational and health care provider leaders, the term "senior leaders" refers to both sets of leaders and the relationship between them.]

<Insert your response here>

**P.1b(2) Patients, Other Customers and Stakeholders** What are your key market segments, patient and other customer groups, and stakeholder groups, as appropriate? What are their key requirements and expectations of your health care services, patient and other customer support services, and operations? What are the differences in requirements and expectations among market segments, patient and other customer groups, and stakeholder groups?

[NOTE P.1b(2): Read and delete - Customers include the users and potential users of your health care services. They are the direct users of your health care services (patients), as well as referring health care providers and users who pay for your services, such as patients' families, insurers, and other third-party payors.]

Patient and other customer groups might be based on common expectations, behaviors, preferences, or profiles. Within a group, there may be customer segments based on differences and commonalities. You might subdivide your market into market segments based on health care service lines or features, service



delivery modes, payors, volume, geography, or other factors that you use to define a market segment.

The requirements of your patient and other customer groups and your market segments might include accessibility, continuity of care, safety, security, leveraging of technology, billing requirements, socially responsible behavior, community service, cultural preferences, and multilingual services.

Patient, other customer, stakeholder, and operational requirements and expectations will drive your organization's sensitivity to the risk of health care service, service, support, and supply-chain interruptions [refer to P.1b(3)], including those due to natural disasters and other emergencies.]

<Insert your response here>

**P.1b(3) Key Suppliers, Partners and Collaborators** What are your key types of suppliers, partners, and collaborators? What are your key supply-chain requirements? What are your key mechanisms for two-way communication with suppliers, partners, and collaborators?

[NOTE P.1b(3): Read and delete - Communication mechanisms should use understandable language, and they might involve in-person contact, e-mail, social media, or the telephone. For many organizations, these mechanisms may change as marketplace, patient, other customer, or stakeholder requirements change.]

<Insert your response here>

What role do your key suppliers, partners, and collaborators play:

- In your work systems, especially in producing and delivering your key health care services and other customer support services?
- In enhancing your competitiveness?
- In contributing and implementing innovations in your organization?

<Insert your response here>

## **P.2 Organizational Situation**

### **P.2a Competitive Environment**

**P.2a(1) Competitive Position** What is your competitive position? What are your relative size and growth in the health care industry or the markets you serve? How many and what types of competitors and key collaborators do you have?

<Insert your response here>

**P.2a(2) Competitiveness Changes** What key changes, if any, are affecting your competitive situation, including changes that create opportunities for innovation and collaboration, as appropriate?

<Insert your response here>

**P.2a(3) Comparative Data** What key sources of comparative and competitive data are available from within the health care industry? What key sources of comparative data are available from outside the health care industry? What limitations, if any, affect your ability to obtain or use these data?

[NOTE 4.1a(2): Read and delete - Comparative data and information are obtained by benchmarking and by seeking

competitive comparisons. Benchmarking is identifying processes and results that represent best practices and performance for similar activities, inside or outside the health care industry. Competitive comparisons relate your performance to that of competitors and other organizations providing similar health care services. One source of this information might be social media or the web.]

<Insert your response here>

**P.2b Strategic Context** What are your key strategic challenges and advantages in the areas of health care services, operations, societal responsibilities, and workforce?

[NOTE P.2b: Read and delete - Strategic challenges and advantages might relate to technology, health care services, finances, operations, organizational structure and culture, your parent organization's capabilities, patients, other customers and markets, brand recognition and reputation, the health care industry, and people. Strategic advantages might include differentiators such as technology leadership, innovation rate, geographic proximity, accessibility, health care and administrative support services, cost, reputation for service delivery and wait times for service.]

<Insert your response here>

**P.2c Performance Improvement System** What are the key elements of your performance improvement system, including your processes for evaluation and improvement of key organizational projects and processes?

[NOTE P.2c: Read and delete - The Baldrige Scoring System (pages 30–35 of the Criteria for Performance Excellence) uses performance improvement through learning and integration as a dimension in assessing the maturity of organizational approaches and their deployment. This question is intended to set an overall context for your approach to performance improvement. The approach you use should be related to your organization's needs. Approaches that are compatible with the overarching systems approach provided by the Baldrige framework might include implementing a Lean Enterprise System, applying Six Sigma methodology, using PDCA methodology, using standards from ISO (e.g., 9000 or 14000), using decision science, or employing other improvement tools.]

<Insert your response here>

**SUMMARY OF TERMS, ACRONYMS and ABBREVIATIONS**

A

<Insert terms here>

B

<Insert terms here>

C

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