

## Performance Excellence Framework: Key Questions for Rural Hospitals Assessment

The Baldrige Performance Excellence Framework can be used as a systems-based framework for rural hospitals to develop and support critical success factors in key areas leading to performance excellence across the organization.

Key areas of the framework include:

- Leadership
- Strategic Planning
- Patients, Partners and Communities
- Measurement, Feedback and Knowledge Management
- Workforce and Culture
- Operations and Processes
- Impact and Outcomes

Assess your organizations' current capacity in each of these key areas to help identify opportunities for growth and development of system-based capacity for excellence.

Consider having a team of 6 - 8 people from across your organization complete this assessment independently, then use it as a tool for discussion to bring in perspective from across the organization, to understand varying perceptions, gain buy-in and identify opportunities and priorities for action.

For more information on the Baldrige Performance Excellence Framework and a blueprint for performance excellence in critical access hospitals, please see the Critical Access Hospital Blueprint for Performance Excellence available at:

<https://www.ruralcenter.org/tasc/resources/critical-access-hospital-blueprint-performance-excellence>

If you have additional questions, please contact the Technical Assistance and Services Center (TASC), a program of the National Rural Health Resource Center at: [tasc@ruralcenter.org](mailto:tasc@ruralcenter.org) or (218) 727-9390.

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Please check the appropriate box:

<b>Leadership</b>	<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>Our Leadership team...</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Is aware of health industry trends and changes and how they may impact our facility				
Understands need for systems approach in all aspects of our organization				
Provides ongoing education opportunities for board, internal leadership and managers				
Aligns hospital and medical leadership around values, goals and strategies				
Empowers and motivates hospital employees to achieve performance excellence				
<b>Strategic Planning</b>	<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>Our Organization...</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Conducts meaningful strategic planning at least annually				
Involves multiple stakeholders to ensure strategic plans reflect community needs				
Uses a systems framework for planning to ensure a holistic approach				
Communicates the plan organization-wide in easy to understand language				
<b>Patients, Partners and Communities</b>	<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>Our organization...</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Measures and publicly reports data on patient satisfaction				
Excels at customer services as shown by our comparative results on patient satisfaction				
Engages in partnerships with larger systems or rural networks				
Works collaboratively with other types of providers in our service area to improve transitions of care and care continuity				
Collaborates with public and private organizations in the community to assess and improve health of the population				

Please check appropriate box:

<b>Measurement, Feedback and Knowledge Management</b> <b>Our organization...</b>	<b>Strongly Disagree</b> <b>1</b>	<b>Somewhat Disagree</b> <b>2</b>	<b>Somewhat Agree</b> <b>3</b>	<b>Strongly Agree</b> <b>4</b>
Uses a strategic framework to manage information (such as a Balanced Scorecard)				
Evaluates strategic process regularly and shares information organization-wide				
Uses data to improve health and safety of patients in the service area				
<b>Workforce and Culture</b> <b>Our organization...</b>	<b>Strongly Disagree</b> <b>1</b>	<b>Somewhat Disagree</b> <b>2</b>	<b>Somewhat Agree</b> <b>3</b>	<b>Strongly Agree</b> <b>4</b>
Supports development of a workforce that is change ready and adaptable				
Has an intense focus on staff development and satisfaction				
Supports ongoing staff skill building and education				
Has developed a customer/patient focused staff culture				
<b>Operations and Processes</b> <b>Our organization...</b>	<b>Strongly Disagree</b> <b>1</b>	<b>Somewhat Disagree</b> <b>2</b>	<b>Somewhat Agree</b> <b>3</b>	<b>Strongly Agree</b> <b>4</b>
Has developed efficient business processes and operations in all areas				
Continually improves quality and safety				
Uses technology appropriately to improve efficiency and quality				
Ensures continuous process improvement is embedded in the culture				
<b>Impact and Outcomes</b> <b>Our organization...</b>	<b>Strongly Disagree</b> <b>1</b>	<b>Somewhat Disagree</b> <b>2</b>	<b>Somewhat Agree</b> <b>3</b>	<b>Strongly Agree</b> <b>4</b>
Regularly documents and assesses outcomes and impact of the care and services we provide				
Reports quality outcomes to federal agencies, community, staff and other stakeholders				
Benchmarks outcomes with peers and internally				
Documents value in terms of cost, efficiency, quality, satisfaction and population health				

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