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### Quality Performance Analysis

This paper compares Baldrige Winner GBMC Healthcare, Inc., and LifeBridge Health within two criteria: workforce focus and process management.

#### **Workforce Focus**

GBMC provides educational programs for nursing staff, such as the Nursing Program, the Art of Nursing Award, and the Center for Excellence in Nursing (Premier, 2021). GBMC requires every nurse to fully implement an evidence-based project before completing the training. Since 2017, the turnover of first-year nurses has fallen from about 27% to less than 15%, reaching 10% of the best national hospitals. GBMC created HealthCare Workers Fund in order to provide workers with the needed financial support as COVID-19 affected them in many ways (Chessare J. B. 2021). They also run Food & Supply Donation to support the workers emotionally during around-the-clock shifts. All senior management members participate in Lean Daily Management. They visit all hospices, hospital departments, and medical offices for two-way discussions with their management and staff regarding their performance comparing to GBMC ones. Such discussions place performance improvement at the top of the local leader's agenda. Senior executives also acknowledge employees with the missions, visions and medical center's mail values, starting with the time when an employee applies for a job there. Such discussions keep expanding through recruiting and onboarding, which includes the CEO's personal involvement in this hiring process.

LifeBridge has some strength and weaknesses within this focus. This medical center engages staff with customized surveys developed to better interact with each other, as well as sustain a mission-oriented culture. Regular staff meetings, small group dinners with CEO, meetings with donor families sharing their personal stories helps to be engaged in every surgery for 100% (Baldrige Performance Excellence Program. 2019). All employees periodically complete trainings and new courses on innovation and intelligent risk taking, cross-training is provided as needed (Memphis Corporate Sustainability, 2021). Process improvements include two-step new employee orientation, adding days of skills, and a formal interview process. However, it is unclear what methods are used to define satisfaction, incentivize, support, enhance, and reward intellectual risk when considering strategic opportunities for employee innovation. A systems approach in this area can help add value to innovation and skills. As weaknesses, it is unclear what methods are used to measure employee satisfaction. A systematic approach can help to address the strategic retention challenge, as the turnover rate is unknown (Baldrige Performance Excellence Program. 2020). It is also unclear how performance management and career development approaches are assessed for potential improvements (Baldrige Performance Excellence Program. 2020). The process of stimulation, support, enhance and reward intelligent risk taking when considering strategic innovation opportunities is unclear. Such approaches and processes should be implemented in future in order to be a strong competitor for GBMC.

As we can see, GBMC is very scrupulous about the selection of employees, as well as their training in the clinic throughout their subsequent careers. LifeBridge also provides access to a variety of continuing education courses, but not at this level. Also, the reason why LifeBridge

lags behind the aforementioned competitor is that their clinic does not have separate programs for caring for employees, as well as charity from patients; during quarantine times this is vital.

### **Process Management**

Receiving the award, GBMC has proven its professionalism, reaching the first ratings in patient care. 100% of stroke patients in the Center received antithrombotic therapy as well as all high-risk mothers received antenatal steroids, and all the patients suffering with breast cancer received required chemotherapy (Premier, 2021). Such approach shows perfect management of delivery and support processes especially when people's lives depend on it. From the financial point of view, between 2016 and 2019, GBMC increased its net cash from operations by \$15 million. It is a bright example of how professionally finances should be managed. GBMC operates a six-step health emergency plan (EOP). During COVID-19, EOP was activated, making employees feel educated, safe and supported, and have the tools they need to get their jobs done (Chessare J. B. 2021). The Federal Emergency Management Agency Hospital Incident Management System is used to manage all internal activities, action plans, resources and education, and coordinate efforts with county, state, and federal agencies. Using its core service redesign competency, GBMC process design and management considers a wide range of factors such as cycle time, productivity and other efficiency and effectiveness factors to achieve its goal of "least waste". Each business unit aligns, integrates and measures KPIs to achieve strategic goals. GBMC's efforts to reorganize healthcare resulted in a reduction in emergency room admission times to departure from 170 minutes in 2017 to 120 minutes in 2019, surpassing Maryland's regulatory standards. GBMC is the market leader in laboratory testing for 60 minutes, consistently surpassing the national standard of 90% for glucose, prothrombin time,

troponin and leukocyte count. GBMC performs 44% better than the national average in travel time, a measure of how efficiently it moves patients across the hospital.

LifeBridge systematically selects suppliers and manages its supply chain, which includes traditional and non-traditional suppliers and key non-referential suppliers; the learning cycles are obvious. Assisting in setting expectations and monitoring results in supplier management; replacement of poorly performing suppliers who do not improve. Such approaches can help to achieve the strategic goal of maximizing stakeholder relations. use systematic approaches to security and cybersecurity, including detection, prevention, backup and recovery. Improvements such as the Information Security Program and the Cybersecurity Task Force are raising awareness of emerging threats. The technology update process ensures advanced technology and security. These approaches help protect confidential client and donor information and can address the strategic challenge of increasing the donor roster (Baldrige Performance Excellence Program. 2019). A systematic, regularly updated Emergency Response Plan ensures disaster preparedness by allowing operational systems to continue to operate smoothly to meet customer and operational requirements. Many scenarios are expected beforehand; for example, remote access allows uninterrupted operation, and scheduling agreements and reciprocal agreements with other OPOs and the local hospital allow short-term staffing and support in facilities. For longer term events, alternative contingency plans are provided. The plan is regularly tested, and the results are reviewed for improvement. In this regard, there is a complete resemblance to GBMC. The innovation management team views innovation in terms of its potential value. If implemented, the results are assessed, and the Innovation and Risk Council can stop projects if it deems it necessary. A completely systematic approach to supply chain and workflow design can address strategic business and operational challenges. Striking the right balance can reinforce a

partnership model in which collaborations with customers, partners, suppliers, and stakeholders demonstrate the values of teamwork and quality that save lives. The approaches used to provide a secure operating environment in their early stages of deployment. A more complete deployment can help to meet customer requirements for a secure work environment. It is unclear how an information protection plan was deployed to keep data and information secure and cybersecure for customers, key stakeholders and employees working in customer locations, or to protect some key assets, such as a new facility that houses a mission-critical facility (Baldrige Performance Excellence Program. 2020).

As highlighted above, GBMC has been worthily awarded high Baldrige scores as this medical center treats both its staff and patients in a professional and detailed manner, providing immediate, necessary treatment. In turn, LifeBridge still has something to strive for. This center is on the way to similar results, as it already responsibly approaches the choice of an employee, holds meetings with the manager of the center and employees and tries to improve every day.

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