



710 E. Main Street, Lexington, KY 40502

[www.kycpe.org](http://www.kycpe.org)    [KyCPE1@gmail.com](mailto:KyCPE1@gmail.com)

## February 2021 Newsletter: Governance and Societal Contributions

### **President's February Message**

Happy Febrrrruary, friends! Staying quarantined during this cold month is rather okay with me. Bring on spring!

This month we are focused on governance and societal contributions. Eric Neill will focus on these concepts broadly in his pro tip below. So let me talk a little more specifically about performance evaluation which is one component of governance. The Baldrige Framework asks us, "How do you evaluate the performance of your senior leaders and your governance board?" To answer this question, we must consider if and how performance evaluations determine executive compensation. How do senior leaders and the governance board use these performance evaluations to advance their development and improve the effectiveness of leaders, the board and the leadership system?

Don't you just love how the Baldrige Framework takes a simple question and makes it so thought provoking by asking "how?" We think we have a good handle on the operations of our organizations. We think we're doing really well until someone asks us to explain it in writing. If you're working toward building an excellent organization, then developing processes in writing isn't new to you. You will probably be able to answer these questions fairly easily. However, if you are sitting there thinking, "well, of course we do this, but I'm not sure how to explain it," then you may have an issue with your approach or deploying your approach.

Answering a HOW question requires you to understand what you do, when you do it, how often you do it and why you do it. Furthermore, it requires that you check in on how well the process itself is working. Does the process include a time for reflecting and adjusting your work (action plans)? In the case of performance reviews, does your leadership improve as a result of the feedback they receive?

There isn't one undisputed way to perform leadership/board evaluations. The important point here is that you have a way and that you understand if and how it is working for you

.

Stay warm!

Karen Dodd, PMP  
KyCPE President

---

**Mark your calendar!**

**February 17, 4 p.m. ET**- Webinar hosted by Baldrige Award Winner, Adventist Health White Memorial (details below)

**March 17, 4 p.m. ET**- Webinar hosted by Doug Serrano and Denise Haynes of Quiet Excellence - Don't Just Correct an Issue...Take a Corrective Action

**April 12-15** - Virtual Quest for Excellence Conference, details below

**April 21, 4 p.m. ET**- Webinar hosted by Doug Serrano and Denise Haynes of Quiet Excellence - The 2021-2022 Baldrige Framework Update: The Concepts, the Details and the Leftover Challenges



Meet one of KyCPE's newest examiners, Dr. Kim Critchlow, of Critchlow and Associates, LLC, Management and Consultancy Firm. She can be reached on [LinkedIn](#).

Critchlow first heard about KyCPE through a respected colleague and was drawn to become an examiner because of her experiences in quality and quality systems across industries. She recognizes Baldrige as the gold standard to which she aspires to guide her own thinking and actions as she works with and educates others.

Critchlow would advise future examiners to be

prepared to think holistically and to consider the connective links of each organizational action or inaction to the resultant measures. To future applicants she says, "Choosing the Baldrige Excellence Framework to measure your organizations effectiveness in meeting your mission, vision, values and organizational objective is good business and it is good for your business." Potential applicants should be prepared to learn, to work hard and to grow their organizations' inner workings exponentially.

Critchlow believes that we are what we think, what we pay the most attention to. Becoming an examiner has benefitted her personally and professionally by expanding and enhancing how she thinks and her vision of quality.

---



## MEASUREMENT ANALYSIS & KNOWLEDGE MANAGEMENT



Baldrige Winner and Operations Executive of Adventist Health White Memorial, Mara Bryant, will be presenting on the impact of Leading for Performance Excellence within Category 4, on February 17th via Zoom.

### February Webinar - Feb. 17, 4-5:30 p.m. ET

As Operations Executive, Mara Bryant leads key initiatives including the roll-out of Project IntelliCare, implementing the Malcolm Baldrige business framework, HIPAA compliance and Joint Commission preparation. She also provides operational oversight for Organizational Performance including Customer Loyalty, Accreditation and Patient Safety, Clinical Performance Improvement, CIS and Health Information Management (Medical Coding and Clinical Records).

In 1999, she became Adventist Health's first national Malcolm Baldrige examiner in the healthcare category, which has helped White Memorial better understand and implement the Malcolm Baldrige criteria.

[Register on KyCPE's Website](#)

---

## March Webinar - Mar. 17, 4-5:30 p.m. ET

### Don't Just Correct an Issue...Take a Corrective Action!

This session is designed to help participants move beyond “fire-fighting” (reactive) responses to adverse events toward “fire-prevention” (proactive) activities. At the conclusion of this session, participants will be able to:

- Compare and contrast making a correction versus taking a corrective action.
- Utilize a S.M.A.R.T.E.R. format for planning a corrective action.
- Create a compelling case to commit resources to implement a corrective action, rather than simply making a correction.

Registration will be open on KyCPE's website after the Feb. 17 webinar.

---

## HQ Updates

If you're in for a day of 'Excellence' events, mark your calendar for **Monday, April 12 - Thursday, April 15** and register using the link below for the **Virtual Quest for Excellence Conference**. This is a tremendous opportunity to learn from best practice experts.

Register today to take advantage of the advance discount rate. Sessions will be presented live and recorded for on-demand viewing after the event.

**Conference Registration (click image below):**



---

**Blogrige, the Official Baldrige Blog**, recently highlighted how the Alamo College District uses the Baldrige Framework as a social justice tool. Read more about how they are affecting community change [here](#).



*Credit: Alamo Colleges District*

---

## **Pro Tip - Governance and Societal Contributions**

**by Eric-Stephan Neill**

Governance and Societal Contributions – a phrase that many in the business world cringe at hearing. The advent of the “B” type corporation has brought this concept even more to the forefront. We don’t need to be a Reginal Jones, the last CEO of GE to embrace a broader definition of stakeholder management, or Jack Welch (a.k.a. Neutron Jack) to elevate shareholder value above all – we only need to look at the GE of today, a shell of its former self, to appreciate these difficult waters.

For those of us who are less adventurous, not ready to shed our past completely, there are smaller steps that can be taken to place our organizations within the sphere of those who elevate governance and societal contributions.

Governance can be quite simple. As with many process improvement concepts, DO WHAT YOU SAY AND SAY WHAT YOU DO. Governance is not complicated, but often compromised. A good moral compass is all that is really needed (although a good ethical attorney to navigate legal issues can't hurt). Is it ever *really* acceptable to take advantage of a smaller or lower tier supplier? Or to exploit a customer's desperation or immediate need for your own advantage? The "true north" answer is a resounding NO. By all means, ensure your organization's profitability, long term goals, and mission, vision, values – just don't do it at the expense of others. While this concept is not difficult, the learned behaviors of winning make it necessary to have a continuous eye towards what is right or moral.

Societal contributions may be more problematic for many. How can a small organization make true societal contributions? How can any organization affect society? First, good and noble mission, vision, values statements – the kind you live with and through – are the foundation. Second, how do you treat your employees and contractors? Do they have opportunities to support their benevolent organizations? Does your organization support paid family leave or parental considerations for child or adult day care? I once worked for an organization that gave paid time off to vote, and two days a year to work with organizations such as Habitat for Humanity.

But there are other ways to contribute to society. Is your organization's physical location an eyesore? Then fix it. Are you able to provide support for local beautification programs? Then do so. Do you support and offer help for local STEM (Science, Technology, Engineering and Math) or STEAM (Science, Technology, Engineering, Art and Math) programs? If not, do so. The children in



class today are the taxpayers of tomorrow.

Finally, societal contributions are up to each of us. Not all of us can go out and build houses or volunteer time in schools or hospitals. But all of us can set a good example for our peers, family and children. We can practice our personal "true north" by being solid and steady citizens – and if all of us pull together, our organizations will reflect this "true north" as well – and together we can influence societal contributions for the collective good.

---

## **KyCPE Service Opportunity**

KyCPE is actively recruiting committee members. We invite your inquiry into participating in any committees that interest you. If you are interested in a committee appointment, please contact the chair of the Human Resource Development Committee, Bob Gardner at [Gardner0711@outlook.com](mailto:Gardner0711@outlook.com) or 859-806-9501.

---



[Follow KyCPE on Twitter](#)



[Like the KyCPE Facebook Page](#)



[Visit the KyCPE Website](#)

---

*Copyright © 2021 KyCPE, All rights reserved.*

Want to change how you receive these emails?

You can [update your preferences](#) or [unsubscribe from this list](#).

