# 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 Small Rural Hospital Blueprint for Performance Excellence and Value available at:

<https://www.ruralcenter.org/resource-library/small-rural-hospital-blueprint-for-performance-excellence-and-value>

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).

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| Performance Excellence Framework: Key Questions for Rural Hospitals Assessment | | | | |
| *Please check the appropriate box:* |  |  |  |  |
| ***Leadership***  **Our Leadership team…** | **Strongly Disagree**  **1** | **Somewhat Disagree**  **2** | **Somewhat**  **Agree**  **3** | **Strongly Agree**  **4** |
| Is aware of health industry trends and changes and how they may impact our organization |  |  |  |  |
| Understands need for systems approach in all aspects of our organization |  |  |  |  |
| Provides ongoing education opportunities for board, leadership, and managers |  |  |  |  |
| Works to align with clinicians around values, goals, and strategies |  |  |  |  |
| Empowers and motivates staff to achieve performance excellence |  |  |  |  |
| Engages clinicians and community partners to develop a common vision, goals, and initiatives related to improving patient care and community health. |  |  |  |  |
| Embeds equity, diversity, and inclusion in strategic and operational decision making and is a visible advocate for addressing health disparities |  |  |  |  |
| ***Strategic Planning***  **Our Organization…** | **Strongly Disagree**  **1** | **Somewhat Disagree**  **2** | **Somewhat**  **Agree**  **3** | **Strongly Agree**  **4** |
| Participates in meaningful strategic planning process on a regular basis that results in action plan development for both internal and community facing activities |  |  |  |  |
| Involves multiple stakeholders, both internally and externally, to ensure strategic plans reflect community needs |  |  |  |  |
| Uses a systems framework for planning to ensure a holistic approach |  |  |  |  |
| Incorporates a focus on promoting equity and reducing disparity |  |  |  |  |
| Communicates the plan organization-wide in easy to understand language |  |  |  |  |
| ***Patients, Partners and Communities***  **Our organization…** | **Strongly Disagree**  **1** | **Somewhat Disagree**  **2** | **Somewhat**  **Agree**  **3** | **Strongly Agree**  **4** |
| Measures and publicly reports data on patient satisfaction and quality |  |  |  |  |
| Excels at customer service as shown by comparative results on patient satisfaction |  |  |  |  |
| Engages in partnerships with larger systems or rural networks |  |  |  |  |
| Works collaboratively with other types of providers and community-based organizations in our service area to improve transitions of care and care continuity |  |  |  |  |
| Implements strategies to market and encourage use of local health care services |  |  |  |  |
| Collaborates with public and private organizations in the community to assess and improve health of the population |  |  |  |  |
| ***Measurement, Feedback and Knowledge Management***  **Our organization…** | **Strongly Disagree**  **1** | **Somewhat Disagree**  **2** | **Somewhat**  **Agree**  **3** | **Strongly Agree**  **4** |
| 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 hospital and the community |  |  |  |  |
| Consistently capture and utilize data on race, ethnicity, language, and social needs to identify opportunities to improve care and reduce disparities |  |  |  |  |
| ***Workforce and Culture***  **Our organization…** | **Strongly Disagree**  **1** | **Somewhat Disagree**  **2** | **Somewhat**  **Agree**  **3** | **Strongly Agree**  **4** |
| Supports development of a workforce that is resilient, change-ready, and adaptable |  |  |  |  |
| Has an intense focus on staff well-being including organizational policies that support flexibility and work-life balance |  |  |  |  |
| Actively encourages and supports ongoing staff education, skill building, and leadership development |  |  |  |  |
| Has developed a culture that is patient-centered and customer focused |  |  |  |  |
| Has explicit organizational and health equity-focused policies and practices to advance diversity and inclusion |  |  |  |  |
| Has a proactive plan and program to identify, address, and prevent safety concerns including potential workplace violence and aggression. |  |  |  |  |
| ***Operations and Processes***  **Our organization…** | **Strongly Disagree**  **1** | **Somewhat Disagree**  **2** | **Somewhat**  **Agree**  **3** | **Strongly Agree**  **4** |
| Has developed efficient business processes and operations in all areas |  |  |  |  |
| Continually measures and improves quality and safety |  |  |  |  |
| Maximizes the use of technology to improve efficiency and quality |  |  |  |  |
| Ensures continuous process improvement is embedded in the culture |  |  |  |  |
| Has developed and is implementing a strategy related to expanded use of telehealth to support improved access and quality |  |  |  |  |
| ***Impact and Outcomes***  **Our organization…** | **Strongly Disagree**  **1** | **Somewhat Disagree**  **2** | **Somewhat**  **Agree**  **3** | **Strongly Agree**  **4** |
| Reports quality outcomes to federal agencies, community, staff, and other stakeholders |  |  |  |  |
| Benchmarks outcomes with internally and with peers to identify opportunities for improvement |  |  |  |  |
| Documents value in terms of cost, efficiency, quality, satisfaction, and population health |  |  |  |  |
| Has identified opportunities and strategies related to community and societal contributions that improve overall health such as community vitality, economic development, or environmental impact |  |  |  |  |