

## St. Joseph's - Here Are Their Secrets

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St. Joseph's Health System did it! They won the prestigious Texas Award for Performance Excellence. Jack Buckley, CEO, and Baldrige Champion, Dr. Mark Montgomery and the St. Joseph team, achieved a great deal of notoriety in winning the award.

Their vision is noteworthy because of the degree of difficulty this achievement represents. Their vision is "Extending the healing ministry of Jesus, the St. Joseph Health System reflects God's love and compassion by providing excellent healthcare for all." That is one of the most difficult vision statements that I have encountered in over seventeen years of working with the Baldrige Criteria. Now they have proved they mean it by their success in receiving the Texas award.

Here are their secrets.

Leadership involvement: CEO Buckley was supportive and in fact drew rave reviews during the site visit for his understanding of the Criteria. His leadership has enabled the hospital to significantly improve daily operations which was validated by the updated results. Because of his commitment, the hospital will be better able to serve the patients and families in the Brazos Valley.

Baldrige Champion: Dr. Montgomery was instrumental in this effort. His assembly of a fine team, writing synchronization, and constant monitoring of the results were critical to their success. The Baldrige Champion has to continually evaluate and constructively address the creative tension throughout the process. As with most organizations, success brings new opportunities and will bring to the front naysayers who were not actively involved. They will try to stop the progress and return to their previous comfortable state.

Baldrige Examiners: St. Joseph Health System sent a number of people to become Examiners with Quality Texas. Because of this commitment, the organization had people who really understood the criticality of working with the criteria for the long term success of the facility. Additionally, the organization trained each of their supervisors and leaders in the Baldrige approaches and in how to address the criteria.

Finally, the organization stepped up to the plate and hit a home run for medical care facilities in Texas. They are now the standard bearers. Their commitment to patients, families, and employees, their commitment to their vision and mission, along with strong values, will serve them well as they pursue the Malcolm Baldrige National Quality Award this next year. Go St. Joseph's! Keep up the great work you have begun.