



2020 IMEC Conference on Enterprise Excellence

Presented by ACHE

PLAN. IMPLEMENT. EXCEL.

Keynote Address | 8:40am – 9:20am

A Story of Grit & Grace

Lindel Fields, Tri-County Tech (2018 National Baldrige Award Recipient)

The inspiring story of Tri County Tech's performance excellence journey will be shared by Superintendent and CEO, Lindel Fields, as he reveals the secret ingredients that helped the technical school in rural northeast Oklahoma earn the Malcolm Baldrige award in 2018. The ingredients are embedded within five simple mantras that emerged during Tri County's quest for excellence. Field's favorite mantra is, "when you try to be everything to everybody, you can't be anything to anybody." The stories of these mantras and the spirit of this organization, better known as the "Tri County Way", will have you on the edge of your seat.

Breakout Round 1 | 9:30am – 10:15am

1A: Signal from Noise: Understanding What Your Customers Want

Leslie Athey, ACHE

Understanding the wants and needs of customers, and how well you have satisfied them, is critical to organizations remaining relevant and viable. The American College of Healthcare Executives has invested considerably in learning about our members. In this presentation, ACHE's director, Research shares lessons from ACHE's journey to creating disciplined approaches to understanding customer requirements, satisfiers and dissatisfiers applicable to all industries.

1B: Strategy for Community Involvement

Theresa Rutherford & Mike Janis, HSHS St. Anthony's Memorial Hospital

Our journey to excellence and who we are bringing along with us – our Community partners. HSHS St. Anthony's Memorial Hospital has been our journey to excellence since 2015. Initially we focused only within our organization, now we are working with the businesses of our community to strengthen all of us. We will share where we started, what we have done, and our plans for the future.

1C: Why Baldrige

Joe Kilbride, Kilbride Consulting, Inc.

For more than 30 years, the Baldrige Excellence Framework has empowered organizations to accomplish their missions, improve results, and become more competitive. This session will provide a high-level overview of the Framework, while highlighting the benefits of using a proven tool for guiding performance excellence. Learn how the Framework and accompanying feedback can drive organization-wide continuous improvement.

Breakout Round 2 | 10:35am – 11:20am

2A: Vision is the Spark, Culture is the Flame

Lindel Fields, Tri-County Tech

An employee's success is rarely determined by how well they perform the duties on their job description. In this session, you'll learn the behind-the-scenes "success guide" that every educator at Tri County Tech experiences when they sit down with CEO and Superintendent, Lindel Fields, during their "Soda with the Sup" meeting. The success guide has helped to create a culture that earned Tri County a spot on Fortune's top places to Work list four years in a row.

2B: Creating a Different Future for the Department: Transforming Culture, Pursuing Excellence & Achieving Customer Loyalty

David Fox, Advocate Good Samaritan Hospital, retired (2010 National Baldrige Award Recipient)

In 2004, Advocate Good Samaritan Hospital launched a Journey from Good to Great with the objective of transforming the hospital's culture and outcomes for employees, customers and partners. After only 2 years, the hospital had already begun to achieve some of the best clinical, safety, service and workforce outcomes in American healthcare. Then in 2010, the hospital received the coveted Malcolm Baldrige National Quality Award. This session outlines the critical steps and building blocks needed to transform an organization's culture and achieve industry-leading outcomes. The lessons learned in transforming Good Samaritan's culture are transferable to any type of business or industry. And while it is true that only senior leaders can remake the culture of the entire business enterprise, this session will provide department managers with the tools and a step-by-step roadmap for transforming their own department's culture and outcomes



2C: Benchmarking: Finding Useful Comparisons for your Most Meaningful Measures

Craig Thompson, *ACHE*

Comparing current performance to past performance is one important piece of analyzing organizational success in any industry; but understanding your company's performance relative to other similar companies or competitors provides vital context. The American College of Healthcare Executives has spent years honing its approaches to benchmarking. In this presentation ACHE's Director of Performance Excellence will share challenges, solutions and insights regarding selecting measures, identifying comparisons, and using them to answer the question "How do you know?"

Keynote Address | 12:15pm – 1:15pm

Creating an Awesome Workplace

Lisa X. Walden, *Good Company Consulting*

Everyone deserves an amazing place to work... so why do people dread getting out of bed in the morning? We've embraced future-focused, cutting-edge tools to revolutionize how we work, but have let ideas about company culture evolve, comparatively, at a snail's pace. With organizational strategies better-suited to the last century, it's no wonder that so many employees are struck by a case of the Sunday scaries. This presentation sheds light on the strategies that actually matter for not only today's workplace, but the workforce of the future. It will challenge the way you think about culture, leadership, work ethic, and trust, so that no matter your title, you can learn how to help build an awesome workplace. Takeaways include:

- Mindset-shifting insights on the future of work and how to stay competitive in continuously shifting landscape
- A fresh perspective on work that challenges the way things "should be done"
- Best-practices from organizations with proven awesome workplaces

Panel Discussion | 1:15pm – 2:00pm

Industry Cross-Talk: Creating a Culture to Retain a Strong Team

A strong, positive organizational culture can create employees who feel valued, engaged, and perform their best work. Retaining good employees is better for morale and productivity, and far more economical than hiring and training a new team member in today's competitive job market. A positive company culture empowers employees, allowing them to take pride in their work and be passionate about completing their work.

What does it take to build a positive culture that fosters collaboration, innovation and job satisfaction? Join us for a conversation with leaders across industries as we learn from their experiences building a positive culture.

Panelists

Cara Bannon, Director of Human Resources | Illinois Municipal Retirement Fund (*2019 National Baldrige Award Recipient*)

Deb Benning, Chief Relationship Officer | Ace Metal Crafts
Dr. PJ Caposey, Superintendent | Meridian School District #223

Jim Carr, President | CARR Machine & Tool
Linda Deering Dean, President /CEO (retired) | Advocate Sherman Hospital

Lisa X. Walden, Co-Founder | Good Company Consulting
Moderator: Marian Moran, Regional Manager | IMEC

Breakout Round 3 | 2:10pm – 3:10pm

3A: From Vision to Realization: Business Planning to Win and Keep Winning

C. Richard Panico, *Integrated Project Management, Inc. (2018 National Baldrige Award Recipient)*

This presentation will address key elements necessary in an enterprise's strategy development process to ensure focus to and support of those activities that will drive evolution and in some cases, transformation to enable achievement of strategic goals, sustainable growth, profitability, and measurable progress toward the organization's vision. Integrating IPM's proven business planning process and elements from the Malcolm Baldrige framework, this presentation will share applied and proven concepts for driving success. These include IPM's Strategy Realization Model (SRM) and how this model can help prioritize, resource, and ensure reliable and rapid execution of critical strategic initiatives.



3B: Sustained Sales Growth

Parin Mody, StratMarketing Group

Protecting and consistently growing revenues on a limited marketing & sales budget is the new challenge of the year. The tried and true growth principles of building a personalized relationship with our prospects & customers still ring true, however, the channels of communications have shifted. 'Online' has now become the biggest marketplace. How do you experience consistent sales growth in this online world? Join us to learn and walk through the following critical steps to success in the digital world.

1. Communicate your brand identity and purpose
2. Build a personalized relationship of trust and credibility
3. Ensure you are in the proverbial "right place at the right time." This session will enable your company to achieve quantifiable results while 'doing more with less'.

3C: Lessons Learned from Employee Engagement

Ashley Beaudoin, IMEC

How are you focusing on your greatest asset - your workforce? How can you gain insight from your team to know how you can engage them - ultimately improve business outcomes? An engaged workforce are those who think of more efficient ways to perform their job, will create positive energy with their teams and others, as well as develop new ways to become and stay more productive. All of these components allow for companies to benefit financially, which can ultimately outperform competitors and become an employer of choice.

In this session, you will gain insight about employee engagement, available tools to effectively measure engagement levels, as well as lessons learned from focusing on engagement as informed by thousands of individuals.

Breakout Round 4 | 3:10pm – 3:55pm

4A: "I can make a difference. Put me in a position to prove it." How workplace productivity can positively impact continuous improvement activities

Jeff Johnson, LMI Chicago

Is Continuous Improvement part of your company's culture & DNA which encourages time and energy to change? Or is Continuous Improvement something you and your employees want to do, but perhaps haven't figured out the best way to do it? Whatever your situation, helping your employees understand their role and opportunity to focus on improvement, will produce measurable results for your company. This session will discuss and provide tools to that will help increase your workplace productivity which in turn will positively impact your continuous improvement activities.

4B: Run, Don't Walk to High Reliability

*Pattie Skriba, Advocate Good Samaritan Hospital (retired)
(2010 National Baldrige Award Recipient)*

No matter what industry you are in, those who use our services or products want excellence...not sometimes, but every time. This 'high reliability' does not just happen. It requires a framework for and a culture of continuous improvement. It is enabled by a defined performance improvement approach that is known and used by every member of the workforce. This session is an overview of practices that promote such a culture, including how to deploy them.

4C: Future of Work. Empowering the Workforce with Knowledge Management

Eric Marotta, Salesforce

The way we work is changing. The workforce in industrials is aging. Expectations for how we work, need to work, and the tools we use is shifting rapidly to a collaborative, customer and employee centric system of engagement. Join Salesforce to learn about the trends affecting you and how Salesforce is helping manufacturers deliver an intelligent, and empowered workforce.

Panel Discussion | 4:00pm – 4:40pm

Industry Cross-Talk: Disciplined Approaches to Improvement and Innovation

Innovation conjures up images of a group of creative people, locked in a room, brainstorming ideas. The reality is creativity, alone, does not equal innovation. Achieving real improvement in organizations doesn't happen overnight or on a whim. Successful innovation and improvement require an ongoing commitment to identifying problems and finding new opportunities using a disciplined methodology that aligns priorities and risk-taking with strategy. Attempting to innovate without boundaries is overwhelming and creates chaos. Regardless of whether you're talking about incremental or breakthrough innovation, a defined methodology will help ensure resulting innovations create value for your organization. Join us for a conversation with leaders across various industries as we discuss their methods for implementing successful innovation and improvement programs.

Panelists

Julia Clark, PhD, MPH, Associate Director | Navigant
Marcia Erickson, Certified Business Coach | ActionCOACH Business Coaching
Kathy Goerdt, Organizational Excellence Officer | IMRF
(2019 National Baldrige Award Recipient)
Moderator: Craig Thompson, Director of Performance Excellence | ACHE