Welcome to the GRQC Organizational Excellence Award application! By virtue of your pursuit of this award, you are demonstrating your commitment to organization-wide improvement and measurement of your progress toward performance excellence. Congratulations on the progress you have made thus far and are surely to make in the years ahead.

*Tip: Download this application file and save it under a new name. Send the completed file to* [*awards@grqc.org*](mailto:xxxx@grqc.com).

**Organization Profile**

Please complete the following to provide a brief overview of your organization.

|  |  |
| --- | --- |
| Official Organization Name: | |
| *Type the organization name here* | |
| Project Title: | |
| *This is the name that would be printed on an award (maximum character limit: 90)* | |
| Department Name: | |
| *Type department name if applicable* | |
| Application Contact Information  *Primary point of contact for application* | Name:  Email:  Phone: |
| Video Spokesperson Information  *Contact for video content if a showcase video is created* | Name:  Email:  Phone: |

**Organization Profile (continued)**

|  |  |
| --- | --- |
| Organization Sector | Check one  Not for Profit  Business  Healthcare  Government  Education |
| Organization website (URL): | |
| *Type the organization website URL here* | |
| Is your application on behalf of your entire organization or a subset within your organization (e.g., a business unit, department, ward, floor, grade, building, plant, region, subsidiary, etc.)? Please explain the key management links if the applicant organization is part of a larger parent organization. | |
|  | |
| Applicant organization description (please provide a brief description of the applicant organization’s employee base, locations, products and services, customers and, if applicable, the regulatory environment under which you operate). | |
|  | |
| Organization logo jpg  Please attach jpg file of organization logo in both color and black & white. Logo will be used for showcase presentations and marketing. | |
|  | |

**Application** **Preamble**

Before presenting the questions which form the basis for the **GRQC Organizational Excellence Award**, this section describes how the questions are formatted and are to be scored. This information will guide you in how best to construct your answers. We refer to “applicant organization” as simply “organization” going forward.

The application questions are broken down into seven categories, six related to your organizational processes (see Table 1 for a listing of the six process categories) and one category related to your organizational results. The six process categories make up 70% of the award scoring while the results category makes up the remaining 30%. There are 3 required questions and 1 optional question in each of the process categories, with 10 required questions and 5 optional questions in the results category. This is summarized in Table 1.

Please make every attempt to answer each of the required questions but don’t worry if you don’t have answers to every question. One of the benefits of the application and evaluation process is that you will discover opportunities to further improve performance. The optional questions are just that, but are included as means to allow mature organizations to more fully describe their organizational processes and differentiate themselves from others.

Table 1

|  |  |  |  |
| --- | --- | --- | --- |
| **Category** | **# Required** | **# Optional** | **Total #** |
| 1: Leadership | 3 | 1 | 4 |
| 2: Strategy | 3 | 1 | 4 |
| 3: Customers | 3 | 1 | 4 |
| 4: Measurement, Anal and Knowledge Mgt | 3 | 1 | 4 |
| 5: Workforce | 3 | 1 | 4 |
| 6: Operations | 3 | 1 | 4 |
|  | 18 | 6 | 24 |
| 7: Results | 10 | 5 | 15 |

The questions in each process category are open-ended and often begin with “How do you….” You are asked to simply describe what you do today. Not what you want to do, or intend to do, but how do you operate today. Each process category will be scored on a scale of 1-4, measuring the degree to which the applicant has written a narrative that describes (1) the approach (key processes) the organization employs in a given item, (2) the degree to which the approach is fully deployed across all relevant departments/segments of the organization, and (3) how the processes are reviewed and improved over time. Diagrams, charts, graphs, flow charts and other visuals are encouraged if they help supplement the narrative.

The process scoring levels are shown in Table 2, illustrating how higher scores will be awarded when more required and optional items are defined, deployed and improved.

Table 2

|  |  |
| --- | --- |
| Scoring Level | Process Guidelines |
| 1 | 1 or 2 Required Items are described and well deployed |
| 2 | All 3 Required Items are described and well deployed |
| 3 | Above, and all 3 Required Items have a process for improvement |
| 4 | Above, plus the Optional Item is described and well deployed |

Similarly, each section of the results category will be scored on a scale of 1-4. As shown in Table 3, higher scores will be awarded when more required and optional items are improving and are at goal or benchmark level.

Table 3

|  |  |
| --- | --- |
| Scoring Level | Results Guidelines |
| 1 | Results are shown for all Required items using charts and graphs |
| 2 | Above, and most Required results show improvement trends over 4 most recent time periods relative to baseline performance |
| 3 | Above, and some Required results are at or above goal or benchmark/regulatory level over 4 most recent time periods |
| 4 | Above, and most Optional results show improvement trends over 4 most recent time periods and some are at or above goal or benchmark/regulatory level over that same time period |

Note: For the results responses, there are separate guidelines for business/non-profit and healthcare sectors.

The questions in each category are presented below, with space for you to enter your responses and insert relevant charts and graphs. Knowledge of the scoring guidelines for the process and results categories can guide you in terms of what information content and detail to include. That said, a more concise description of your processes and results that addresses process definition, deployment and improvement (for processes) and performance improvement versus goals and benchmarks (for results) is favored over long paragraphs that only distract from your core message. As a rule of thumb, it recommended to limit text responses to less than one page per question (approximately 400 words).

**Application Questions**

As described above, the award questions are broken down into seven categories, six related to your organizational processes (see Table 1 for a listing of the six process categories) and one category related to your organizational results. The questions are presented by category, with room for you to enter your responses. Each answer section is expandable to allow for the insertion of charts and tables, but please try to limit your text responses to less than 400 words per question.

**1.0 Leadership:**

**Required:**

1. How do senior leaders deploy the organization’s vision, mission and values to the workforce, suppliers and partners, and to customers and other key stakeholders, as appropriate?
2. How do senior leaders create a focus on action that will improve organizational performance?
3. How do senior leaders communicate with and engage the entire workforce, key partners, and key customers?

**Optional:**

1. How do you incorporate societal well-being and benefit to the Greater Rochester community into your strategy and operations?

**2.0 Strategy:**

**Required:**

1. How do you conduct strategic planning in your organization? (Include a description of how you collect and analyze data for use in your strategic planning process.)
2. What are your organization’s Key Strategic Objectives and timetable for achieving them?
3. What are your key short- and long-term actions plans?

**Optional:**

1. What key performance measures or indicators do you use to track the achievement and effectiveness of your action plans?

**3.0 Customers:**

**For this category, “Customer” may be an end-user (B2B or B2C), a channel partner, a not-for-profit client, a faith-based congregant, health care patient or family, a student or parent, a government constituent, etc.**

**Required:**

1. How do you listen to, interact with, and observe customers (current and potential) to obtain actionable feedback and information that shape your products and services, and your customer relationships, support and transactions?
2. How do you define and measure customer satisfaction and dissatisfaction?  How do you use these data to create better customer experiences?
3. How do you manage and resolve customer complaints promptly and effectively?

**Optional:**

1. How do you build a customer-focused culture and promote customer-focused decision-making?

**4.0 Measurement, Analysis, and Knowledge Management:**

**Required:**

1. How do you select, collect, ensure quality, track and integrate data and information for your operations and organizational performance? (Include comparative/competitive benchmarking data if collected.)
2. How do you review your organization’s performance and capabilities to sustain performance and ensure success?
3. How do you use (a) findings from performance reviews, (b) key comparative and competitive data, and (c) share best practices across your organization, to forecast and improve future performance?

**Optional:**

1. How do you verify and ensure the quality of organizational data and information?

**5.0 Workforce:**

**Required:**

1. How do you assess skills, competencies, certifications, and staffing levels in the short and long term?
2. How do you ensure your recruitment, hiring, onboarding, performance management and career development processes promote equity and inclusion for an increasingly diverse workforce?
3. How do you promote employee engagement in driving improvement?

**Optional:**

1. How do you manage career development for your Workforce to develop your future leaders?

**6.0 Operations:**

**Required:**

1. How does your day-to-day operation of work processes ensure that they meet key process requirements?
2. How do you improve work processes and support processes to improve efficiency and reduce variability?
3. (a) How do you ensure the security and cybersecurity of sensitive or privileged data and information and of key assets? (b) How do you maintain your awareness of emerging security and cybersecurity threats; ensure that your workforce, customers, partners, and suppliers understand and fulfill their security and cybersecurity roles and responsibilities?

**Optional:**

1. How does your organization anticipate, prepare for, and recover from disasters, emergencies, and other disruptions?

**7.0 Results for Business / Non Profit Organizations:**

1. **What are your product/service performance and process effectiveness results?**

**Required**

* 1. Customer service process results? (e.g., on-time delivery, first-time complaint resolution, fault-free installs, customer hold times)
  2. Process effectiveness and efficiency results? (e.g., conformance, cycle times, lead times, productivity)

**Optional**

1. Safety and emergency preparedness results?
2. **What are your customer-focused performance results?**

**Required**

* 1. Customer complaint levels and trends?
  2. Customer satisfaction/dissatisfaction results? (e.g., survey results, Net Promoter Scores or other measures of customer loyalty)

**Optional**

* 1. Customer retention results?

1. **What are your workforce-focused performance results?**

**Required**

* 1. Workforce capability and capacity results?
  2. Workplace climate and engagement results?

**Optional**

1. Workforce leader development results?
2. **What are your senior leadership and governance results?**

**Required**

* 1. Communication and engagement with workforce, partners, and customers? (e.g., communication surveys, goal alignment, focus groups)
  2. Legal, ethical and regulatory results? (e.g., audits, inspections, sanctions, findings)

**Optional**

* 1. Results for societal well-being and support of your key communities? (e.g., community outreach activities, surveys, volunteerism, financial contributions)

1. **What are your results for financial viability and strategy implementation?**

**Required**

* 1. Financial performance results? (e.g., earnings, profits, revenue, reserves)
  2. Marketplace performance results? (e.g., market share, 3rd party rankings, customer growth, subscribers, memberships, visits)

**Optional**

1. Results for achievement of your organizational strategy and action plans?

**7.0 Results for Health Care Organizations:**

1. **What are your health care and process effectiveness results?**

**Required**

* 1. Health care results for your patients and other customer service processes? (e.g., treatment outcomes, 30-day readmissions, 30-day mortality, counseling outcomes)
  2. Process effectiveness and efficiency results? (e.g., % recommended treatments completed, cycle times for testing or imaging, wait times, surgical errors, medication errors)

**Optional**

1. Safety and emergency preparedness results? (e.g., power outages, community measures, pandemic plans)
2. **What are your patient-focused performance results?**
   * 1. Patient satisfaction and dissatisfaction results?
     2. Patient engagement results? (e.g., patient involvement in treatment decisions, ombudsman-patient engagement, anesthesiologist-patient communications)

**Optional**

* + 1. Other customer satisfaction and engagement results? (e.g., family members)

1. **What are your workforce-focused performance results?**

**Required**

1. Workforce capability and capacity results?
2. Workplace climate and engagement results?

**Optional**

1. Workforce and leader development results?

**4. What are your senior leadership and governance results?**

**Required**

1. Communication and engagement with workforce, partners, and customers? (e.g., communication surveys, goal alignment, focus groups)
2. Legal, ethical and regulatory results? (e.g., audits, inspections, sanctions, findings)

**Optional**

1. Results for societal well-being and support of your key communities? (e.g., community outreach activities, surveys, volunteerism, financial contributions)

**5. What are your results for financial viability and strategy implementation?**

**Required**

1. Financial performance results? (e.g., earnings, profits, revenue, reserves)
2. Marketplace performance results? (e.g., market share, 3rd party rankings, patient growth, patient retention)

**Optional**

1. Results for achievement of your organizational strategy and action plans?