



Baldrige in Tennessee

- 28 Tennessee applicants for the Baldrige Award (2005–2020)
- 4 Tennessee award applicants in 2017–2020 represent 20,626 jobs, 37 work locations, \$3 billion in revenues/budgets, and over 1.7 million customers served.
- 3 Baldrige examiners from Tennessee volunteered about \$67,500 in services in 2021, and 4 Baldrige examiners from Tennessee volunteered about \$90,000 in services in 2022.

Baldrige Award Recipient in Tennessee

Bristol Tennessee Essential Services, small business, 2017
Caterpillar Financial Services, service, 2003
City of Germantown, nonprofit, 2019
Eastman Chemical Company, manufacturing, 1993
Federal Express Corporation, service, 1990
Pal’s Sudden Service, small business, 2001

Featured Baldrige Award Recipient



Located near the Mississippi River along the historic trails of the Chickasaw Indians and established in 1841, the City of Germantown operates under a mayor-council form of government. With a certified population of 40,123, the City has one defining mission—Excellence, Every Day. The philosophy guides staff to align performance excellence with the City’s vision and long-range strategy, represented in the Germantown

Forward 2030 Plan. The City comprises 19.8 square miles. Its key product offerings include education, economic development, public safety, sanitation, and utilities.

Highlights

- Since 1994, the highest possible credit rating from Standard & Poor’s and Moody’s
- Unemployment rate of about 2.6% in 2018, better than the current U.S. rate of 3.7%
- Net Promoter Score of 71 in customer engagement in 2018, better than the “excellent” benchmark of 50 and the “world-class” benchmark of 70
- Close to 80% overall satisfaction rating since 2015, better than the 2019 FEVS benchmark of 60%

Baldrige-Based Award Programs Serving Tennessee

The [Alliance for Performance Excellence](#) is a nonprofit national network of Baldrige-based organizations with a mission to grow performance excellence in support of a thriving Baldrige community. Alliance members include Baldrige-based programs that use the Baldrige Excellence Framework to serve organizations from all sectors in their region, state, or a specific industry. These programs annually evaluate and recognize over 1,000 organizations and serve as the feeder system for the national Baldrige Award.

At its core, the nonprofit [Tennessee Center for Performance Excellence](#) (TNCPE), an Alliance for Performance Excellence member, is an economic development organization. Using the framework of an awards program, TNCPE fulfills its mission to drive organizational excellence in Tennessee by providing in-depth, low-cost assessments of regional organizations using the Baldrige Excellence Framework. Through a methodology based on the Baldrige Performance Excellence Program, organizations receive detailed feedback that they use to improve their processes and results. As

organizations grow and improve, their communities benefit from increased revenue and job opportunities, as well as better education, government, and health care services.

The [AHCA/NCAL National Quality Award Program](#), an Alliance for Performance Excellence member, provides a pathway toward performance excellence for providers of long-term and post-acute care services. The program is based on the core values and criteria of the Baldrige Performance Excellence Program.

2016–2021 Tennessee Award for Performance Excellence Recipients

Excellence

City of Germantown
Griffin Mechanical, LLC
NHC HealthCare—South Central Region
The University of Tennessee Medical Center

Achievement

Kingsport City Schools
Erwin Utilities
Methodist Le Bonheur Healthcare
Nashville General Hospital
RPM Pizza
Sevier County Health Department
Strata-G, LLC, Knoxville
Tennessee Dept. of Human Resources
Tennessee Valley Authority Customer Delivery
Tennessee Valley Authority Financial Services
Tennessee Dept. of Health

TRICOR

Commitment

Cannon County Health Department
Benton, Henry & Weakley County Health Dept. District
CENTIPEDE Care Solutions
Chester County Health Department
Clay County Health Department
Cocke County Health Department
Colquitt Regional Medical Center
Cookeville Regional Medical Center
Cumberland County Health Department
DeKalb County Health Department
Dyer, Lake & Obion County Health Dept. District
EnableComp, Franklin
Fentress County Health Department
Franklin County Health Department
Gibson County Community Health Dept. District
Hamblen & Jefferson County Health Dept. District
Hardeman, Fayette & Crockett County Health Dept. District
Hardin, McNairy & Decatur County Health Dept. District
Henderson & Carroll County Health Dept. District
Huntsville Utilities

Jackson County Health Dept. & Community Health Center
Leadership Memphis
Listerhill Credit Union, Muscle Shoals, Ala
Macon County Health Department
Maury County Public Schools
Meharry Medical College—Division of Student Affairs
Metro Tennova Healthcare
Montgomery County Health Department
Nashville General Hospital
NHC HealthCare, Springfield
Overton County Health Dept.
PACCAR Engine Company
Pickett County Health Department
Putnam County Health Dept.
RPM Technology Department
Smith County Health Dept. & Community Health Center
Stewart County Community Medical Center
Strata-G, LLC, Knoxville University of Tennessee Institute
for Public Service
Tennessee Dept. of Environment & Conservation
Tennessee Dept. of General Services
Tennessee Dept. of Health Division of Policy, Planning &
Assessment
Tennessee Dept. of Health Northeast Regional Office
Tennessee Dept. of Human Services
Tennessee Dept. of Health, Information Technology
Services Division
Tennessee Dept. of Health Southeast Regional Office
Tennessee Valley Authority Regulatory Affairs
Tipton, Lauderdale & Haywood County Health Dept.
District
University of Tennessee Center for Industrial Services
University of Tennessee at Chattanooga Bursar's Office
University of Tennessee Law Enforcement Innovation
Center
Van Buren County Health Department
Warren County Health Department
White County Health Department
Williamson County Health Department

Featured State Award Recipient



Griffin Mechanical, LLC, provides commercial and residential heating, cooling, plumbing, and mechanical construction and services throughout middle Tennessee. The vision of Griffin Mechanical is to be the leading quality provider of mechanical solutions in their marketplace.

Highlights

- Revenue tripled since the organization started its Baldrige journey.
- Market share increased from 5% in 2013 to just over 15% in 2018, surpassing the closest competitor for the previous two years.
- Customer satisfaction scored a perfect 5.

AHCA/NCAL National Quality Award/Recognition Recipients in Tennessee

Ahava Healthcare of Clarksville (Bronze, 2019)
AHC McKenzie (Bronze, 2019)
AHC Northside (Bronze, 2019)
AHC Union City (Bronze, 2019)
AHC VanAyer (Bronze, 2020)
Allenbrooke Nursing & Rehab. Center (Bronze, 2020)
Assisted Living at Trezevant Terrace (Silver, 2020)
Bells Nursing & Rehab. Center (Bronze, 2020)
Blount Memorial Transitional Care Center (Bronze, 2019)
Burton Court at Blakeford (Silver, 2019)
Celina Health & Rehab. Center (Bronze, 2021)
Claiborne Health & Rehab. Center (Bronze, 2021)
Diversicare of Oak Ridge (Bronze, 2021)
Durham & Hensley Health & Rehab. (Bronze, 2019)
Dyer Nursing & Rehabilitation Center (Bronze, 2022)
Elk River Health & Rehab. Ardmore (Bronze, 2020)
Elk River Health & Rehab. Winchester (Bronze, 2021)
Foothills Transitional Care and Rehab. (Bronze, 2022)
Gallaway Health & Rehab. (Bronze, 2019)
Good Samaritan Society–Fairfield Glade (Bronze, 2021)
Hardin Medical Center Health & Rehab. (Bronze, 2020)
The Health Center at Standifer Place (Bronze, 2021)
Hillview Community Living Center (Bronze, 2022)
Hillview Health Center (Bronze, 2021)
Holston Health & Rehab. Center (Bronze, 2020)
Humphreys County Nursing Home Inc. (Bronze, 2020)
Island Home Park Health & Rehab. (Bronze, 2020)
Knollwood Manor (Silver, 2020)
Lakeshore Heartland Nursing Home (Bronze, 2020)
Lebanon Center for Rehab. & Healing (Bronze, 2020)
Life Care Center of Bruceton–Hollow Rock (Silver, 2020)
Life Care Center of Collegedale (Bronze, 2020)
Life Care Center of Columbia (Silver, 2020)
Life Care Center of Crossville (Bronze, 2020)
Life Care Center of Gray (Bronze, 2019)

Life Care Center of Jefferson City (Silver, 2019)
Life Care Center of Old Hickory Village (Bronze, 2019)
Life Care Center of Ooltewah (Bronze, 2020)
Mabry Health Care & Rehab. Center (Bronze, 2019)
The Meadows Nursing Home (Bronze, 2020)
NHC HealthCare Athens (Bronze, 2020)
NHC HealthCare Columbia (Bronze, 2020)
NHC HealthCare at Dickson (Bronze, 2021)
NHC Healthcare–Farragut (Bronze, 2020)
NHC Healthcare, Franklin (Bronze, 2020)
NHC HealthCare at Ft. Sanders (Bronze, 2020)
NHC HealthCare at Hendersonville (Bronze, 2020)
NHC HealthCare at Johnson City (Bronze, 2020)
NHC HealthCare Kingsport (Bronze, 2020)
NHC HealthCare Knoxville (Bronze, 2021)
NHC HealthCare at Lewisburg (Bronze, 2020)
NHC HealthCare at McMinnville (Bronze, 2020)
NHC HealthCare at Milan (Bronze, 2020)
NHC HealthCare Murfreesboro (Bronze, 2021)
NHC HealthCare at Oak Ridge (Bronze, 2020)
NHC HealthCare at Oakwood (Bronze, 2020)
NHC HealthCare at Pulaski (Bronze, 2020)
NHC HealthCare at Scott (Bronze, 2020)
NHC HealthCare at Smithville (Bronze, 2020)
NHC HealthCare at Somerville (Bronze, 2020)
NHC HealthCare at Sparta (Bronze, 2020)
NHC HealthCare at Springfield (Bronze, 2020)
NHC Place at The Trace (Bronze, 2020)
NHC Place Cool Springs Assisted Living (Bronze, 2020)
NHC Place Sumner (Bronze, 2020)
NHC Tullahoma (Bronze, 2020)
NHC–Maury Regional Transitional Care Ctr. (Bronze, 2020)
The Palace Health & Rehab. Center (Bronze, 2022)
Princeton Transitional Care (Bronze, 2020)
Quality Center for Rehab. & Healing (Silver, 2019)

AHCA/NCAL National Quality Award/Recognition Recipients in Tennessee, continued

The Reserve at Spring Hill (Bronze, 2022)	The Waters of Cheatham (Bronze, 2020)
Richland Place Senior Living (Silver, 2019)	The Waters of Johnson City (Bronze, 2019)
Rivergrove Health and Rehab. (Bronze, 2022)	The Waters of McKenzie (Bronze, 2020)
Signature HealthCARE of Clarksville (Bronze, 2020)	The Waters of Memphis (Bronze, 2020)
Signature HealthCARE of Memphis (Bronze, 2020)	The Waters of Roan Highlands (Silver, 2022)
Signature HealthCARE of Primacy (Bronze, 2020)	The Waters of Smyrna (Bronze, 2020)
Signature HealthCARE of Putnam County (Bronze, 2020)	The Waters of Union City (Bronze, 2019)
Siskin Subacute (Bronze, 2019)	The Waters of Winchester (Bronze, 2021)
Soddy Daisy Health Care Center (Bronze, 2022)	Weakley County Nursing Home (Bronze, 2020)
Tennova LaFollette Health & Rehab. Center (Bronze, 2020)	West Meade Place (Bronze, 2020)
Trenton Health & Rehab. Center (Bronze, 2020)	Wharton Nursing Home (Bronze, 2019)
The Village at Germantown (Bronze, 2021)	White House Health Care (Silver, 2019)
	Woodbury Health and Rehab. Center (Bronze, 2020)

Baldrige in the U.S.

- U.S. organizations applying for the Baldrige Award have received 1,791 feedback reports detailing organizational strengths and opportunities for improvement.
- 124 Baldrige Award recipients have shared their role-model practices with other organizations.
- 2010–2021 Baldrige Award applicants represent 687,115 U.S. jobs, 5,086 work sites, more than \$193 billion in revenues/budgets, and about 614 million customers served.
- 103 national Baldrige examiners volunteered roughly \$2.3 million in services in 2022.
- In 2019, 29 independently funded and managed regional, state, and sector Baldrige-based programs evaluated 1,598 organizations using 1,686 volunteer examiners.

Sample Achievements by Baldrige Award Recipients

- Average customer satisfaction for services **higher than 4.5 out of 5** since 2017 (MESA)
- **Highest possible credit rating** from Standard & Poor's and Moody's since 1994 (City of Germantown, TN)
- **Growth in revenue** from **\$41 million to \$265 million** over 10 years (PricewaterhouseCoopers Public Sector Practice [now Guidehouse])
- Estimated **cost savings of \$225 million annually** through time reductions resulting from process and performance improvements (Lockheed Martin Missiles and Fire Control)
- **5-star rating** (the highest) from the Centers for Medicare and Medicaid Services (GBMC HealthCare System)
- **Outperforms local and national comparators** for attainment of associate degrees and certificates by **more than 200%** (Howard Community College)
- Over 4 years, **100% of customers surveyed would recommend the company** to others (Stellar Solutions)

The Baldrige Performance Excellence Program

Created with Congressional authorization in 1987, the Baldrige Program helps organizations improve and succeed in the global marketplace. It is the only public-private partnership and Presidential award program dedicated to improving U.S. organizations. In collaboration with the Baldrige community, the Baldrige Program offers a systems approach to organizational excellence, award-winning leadership development, self-assessment tools, organizational assessments by trained experts, workshops on how to improve, and events that showcase best management practices.

The data presented, in some cases, are estimates of the best available information.

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