

**Day 1: May 3, 2018**

7:30am	8:30am	<b>Registration, Networking &amp; Breakfast – Carriage Hall</b>				
8:30am	8:40am	<b>Welcome &amp; Opening Comments – Carriage Hall</b>				
8:40am	9:30am	<b>Opening Keynote: <i>Positive Energy. Positive Teams. Positive Results.</i> Brandon Johnson, The Positive Energy Guy and co-author of <i>Hospitality from the Heart</i></b>				
9:30am	9:40am	<i>10 minute Break/Session Interchange</i>				
		<b>Tack</b>	<b>Harvest A</b>	<b>Harvest B/C</b>	<b>Garden City</b>	<b>Captains</b>
9:40am	10:30am	<b>Cardinal of MN</b>  <i>Pioneering Your Baldrige Journey Jack Priggen, CEO; Kyle Mullen, Chief Program Officer; Kristin Nagel, COO; &amp; Kate Smith, Dir of Training</i>	<b>Visit Duluth (invited)</b>  <i>Best Practices in Customer Service</i>	<b>Wayzata Public Schools</b>  <i>Learning Your Way Toward Excellence Chace Anderson, Superintendent</i>	<b>IBM</b>  <i>Design Thinking for Performance Excellence Justin Gilbert and Patty Clancy</i>	<b>Olmsted County</b>  <i>Using Data in Government to Build Value for People Michael Garner &amp; Craig Hilmer, &amp; Leigh Durbahn</i>
10:30am	10:50am	<i>20 minute Break/Session Interchange</i>				
10:50am	11:40am	<b>Stratis Health</b>  <i>Intentional Quality Improvement and Innovation Susan Severson &amp; Mary Lou Haider, Vice Presidents</i>	<b>LifeSource</b>  <i>Leadership Excellence: We're On a Mission Susan Gunderson, CEO</i>	<b>Normandale Community College &amp; GN Resound</b>  <i>Educating Continuous Improvement by Practicing Continuous Improvement Jeff Hudson, Cont Ed, Kristina Villones, Dir HR</i>	<b>Daktronics</b>  <i>The Performance Development Cycle at Daktronics Carla Gatzke, VP of HR</i>	<b>Hormel Institute</b>  <i>It's all about the Why Gail Dennison, Dir of Development</i>
11:40am	12:30pm	<b>Lunch</b>				
12:30pm	1:00pm	<b>Keynote: Bristol TN Essential Services</b> <b>Baldrige Power: How an East Tennessee Utility Company Became a National Role Model,</b> <i>R. Michael Browder, PE, Ed.D. BTES CEO</i>				
1:00pm	1:10pm	<i>10 minute Break/Session Interchange</i>				
1:10pm	2:00pm	<b>Fairview Health Services</b>  <i>A Case Study for Strategy Deployment Didier Rabino, Vice President</i>	<b>LeadingAge Panel</b>  <i>Performance Excellence in Aging Services: Stories from the Field Julie Apold, Leading Age, Dawn Nash, Walker Methodist, Katie Perry and Angie Urman, Knute Netlson</i>	<b>Brookings Public Schools</b>  <i>Launching Continuous Improvement: Perspectives and Process Klint Willert, Superintendent</i>	<b>Cirrus Aircraft</b>  <i>Data Based Decisions Teresa Riffel, VP, and Jon Wright, Executive Director Continuous Improvement</i>	<b>MRCI Worksource</b>  <i>Building Your Bench: The Power of Talent Development Tami Reuter, Chief Business/Mktg Officer</i>
2:00pm	2:50pm	<i>20 minute Break/Session Interchange</i>				
2:50pm	3:40pm	<b>Mayo Clinic</b>  <i>Quality Management-Where We Have Been and Where we are Going Janna Galbreath, Quality Manager, Lab Medicine/Pathology</i>	<b>State of MN DEED</b>  <i>Cutting Edge Culture: Motivating Your Workforce of Then, Now, and the Future Julie Brock, Workforce Strategy Consultant</i>	<b>Austin Public Schools</b>  <i>Capitalizing on Serendipity...to Facilitate Organizational Change David Krenz, Superintendent; John Alberts, ED; Dave Maroney, Kara Rise, ATS&amp;R</i>	<b>Communities of Excellence 2026</b>  <i>Using Baldrige to Improve Community Outcomes: West Kendall, FL's Journey Michelle Mejia, Executive &amp; Stephanie Norling, ED</i>	<b>SD DOT</b>  <i>Strategic Planning in a Government Organization Craig Smith &amp; Jeff Sens, Region Engineers</i>
3:40pm	3:45pm	<i>5 Minute Interchange</i>				
3:40pm	4:10pm	<b>Keynote: Stellar Solutions, CA</b>				

		<b>Actually, We Are Rocket Scientists: Baldrige in Action at Stellar Solution,</b> <i>Patrick Logsdon, Vice President - Intelligence Programs</i>
4:10pm	5:00pm	<b>Keynote: Jazz Impact</b> <b>The Tools of Jazz in An Age of Uncertainty,</b> <i>Michael Gold</i>
5:00pm		<b>Day 1 Closing Comments</b>
5:00pm	6:30pm	<b>Happy Hour, Networking, Live Jazz, Fun! – Exhibitor Area Carriage Hall</b>

**Day 2: May 4, 2018**

7:30am	8:30am	<b>Registration, Networking &amp; Breakfast – Carriage Hall</b>				
8:30am	8:40am	<b>Welcome &amp; Opening Comments – Carriage Hall</b>				
8:40am	9:10am	<b>Keynote: City of Fort Collins, CO (2017 Baldrige National Winner)</b>				
9:10am	9:40am	<b>Intensive Speakers: Panel Introductions – Carriage Hall</b>				
9:40am	10:00am	<i>20 minute Break/Session Interchange</i>				
		<b>Tack</b>	<b>Harvest A</b>	<b>Harvest B/C</b>	<b>Garden City</b>	<b>Captains</b>
10:00am	11:30am	<b>Intensive Session</b>  <i>Using the Baldrige Core Values to Improve Leadership Effectiveness</i> <i>Paul Grizzell, Core Values Partners</i>	<b>Intensive Session</b>  <i>Business Transformation-Delivering Results In 90 Days</i> <i>Chris Vogel, Compass Affiliates</i>	<b>Intensive Session</b>  <i>How to Inspire Real Engagement during Tough Change</i> <i>Irina Fursman, Hue.Life</i>	<b>Intensive Session</b>  <i>Leading with Courage</i> <i>Lee Eisenstaedt &amp; Trent Clark, Leading with Courage Academy</i>	<b>Intensive Session</b>  <i>Ikigai: Aligning Your Work and Your Purpose</i> <i>Irene Kelly, Prisma LLC</i>
11:35am	12:05pm	<b>Keynote: Southcentral Foundation (2017 Baldrige National Winner)</b>				
12:05	1:00pm	<b>Lunch – Carriage Hall</b>				
1:00pm	1:30pm	<b>Minnesota and South Dakota Performance Excellence Award Ceremony – Carriage Hall</b> <i>Governors Mark Dayton and Dennis Daugaard, invited</i>				
1:30pm	2:20pm	<b>Closing Keynote: <i>Bring It: The Power of Leadership Positivity</i></b> <b>Terry Watson, Hilarious Motivational Speaker, Trainer, Coach</b>				
2:20pm	2:30pm	<b>Closing Comments – Carriage Hall</b>				

## Detailed Session Breakdowns Thursday, May 3rd, 2018

**Organization:** Fairview

**Session Type:** Breakout

**Session Time:** 9:40am – 10:30am

**Room:** Tack

**Title:** A Case Study for Strategy Deployment

**Overview:** *DRAFT:* Learning Objectives

- Create organization alignment and focus to deploy strategies and goals
- Use visual systems to manage improvement work and decision making
- Develop problem solving skills while getting results

In 2013, HealthEast Care System, an organization strong of 7,300 employees, started using strategy deployment to align and focus the entire organization toward its vision, strategies and goals. They created a four-tier connected system that uses catch ball, scorecard, dashboard, A3 strategies, plans and A3 projects to get the right things done. The visual management system and its standard review process provide clarity and direction to leaders and front line employees. Following the combination of HealthEast with Fairview, the strategy deployment system is expanded to the 32,000 employee organization. This presentation will discuss the strategic rationale behind the approach and the results of the implementation.

**Bio:** Didier Rabino is Vice President, Lean Executive Sensei at Fairview Health Service, a 32,000-employee healthcare organization located in Minnesota. In this role, he supports the development of the Fairview Operating System and provides Lean coaching to the senior executive team. Prior to holding this position, he worked for Andersen Windows as plant manager and architect of the Andersen Manufacturing System. He also worked for Steelcase in England, France and in the United States supporting the development of the Steelcase Production System while leading and supporting lean transformations and new process implementations.

Didier is also the president of Lean Management Systems LLC, director of the AME North Central Region Board, instructor for Manufacturers Alliance and a regular presenter at Lean conferences. He holds a Wood Mechanical Engineering degree from the University of Nancy, France; a Business and Administration degree from the University of Perpignan, France and a Master's degree in Industrial Sciences from Louis Pasteur University in Strasbourg, France. He obtained Lean certificates from the University of Michigan, the University of Tennessee, Kellogg University and the Shingo/AME/SME Lean certification. He is the 27th recipient of the Institute of Industrial Engineering Honorary Member Award; the highest honor IIE grants an individual of acknowledged professional eminence who is not a member of the institute.

Nadine Paitich is Senior Director Care Management Services

**Organization:** LifeSource

**Session Type:** Breakout

**Session Time:** 9:40am – 10:30am

**Room:** Harvest A

**Title:** Leadership Excellence: We're On a Mission

**Overview:** Led by CEO, Susan Gunderson, you will hear from a panel of LifeSource senior leaders about how they systematically approach leading with excellence. Keys include: fostering a mission-driven, highly engaged workforce; commitment to societal responsibility, stewardship, and integrity; and a culture of continuous improvement and innovation.

**Bio:** Since 1989 Susan Gunderson has dedicated her career to saving lives through organ and tissue donation as founder and CEO of LifeSource. LifeSource is the federally designated organ procurement organization for Minnesota, North Dakota, and South Dakota that saves lives and offers hope and healing through donation and transplantation. LifeSource is widely recognized as a leader in innovation and best practice in organ donation. Ms. Gunderson has held national and international leadership positions, including President, Association of Organ Procurement Organizations; Board director

for multiple organizations including the United Network for Organ Sharing, the Alliance for Organ Donation and Transplantation, HHS Advisory Committee on Organ Transplantation, the Musculoskeletal Transplant Foundation and the International Society for Organ Donation and Procurement. Since 1996 her international experience has included a faculty appointment with the University of Barcelona, Transplant Procurement Management (TPM) advanced international training course on transplant coordination, and co-director of the Global Leadership Symposium. Susan has a strong commitment to community involvement and currently serves on the St. Olaf College Board of Regents and the University of Minnesota Medicine and Health Board of Overseers. She received her Bachelor's degree from St. Olaf College and a Masters of Healthcare Administration from the University of Washington.

**Organization:** Wayzata Public Schools

**Session Type:** Breakout

**Session Time:** 9:40am – 10:30am

**Room:** Harvest B/C

**Title of Presentation:** “Learning Your Way Toward Excellence”

**Overview:** Key Takeaways

- Learning occurs in many ways including: formal education, professional experiences, engagement with work associates, serendipitous encounters with strangers and new acquaintances and through self-initiated professional development.
- Using one's new learning to help maintain focus on the organization's chosen discipline while avoiding the temptation “to be all things to all people” is an important key to success.
- Seeking to synthesize new learning from diverse perspectives and multiple disciplines can lead to the development and/or a strengthening of an enterprise's strategy and success.
- Serving as an educator for 35 years, the presenter has come to realize that the best way to learn is to read, read, and then read some more! He complements literary titles from education with works from business, leadership, psychology and organizational design.

**Bio:** Dr. Chace B. Anderson has served the Wayzata Public Schools as its superintendent since July of 2008. Prior to joining the Wayzata team, he served 16 years with Edina Public Schools as assistant superintendent, high school principal, and middle school principal and associate principal. He served as a junior high school associate principal with the Burnsville Public Schools for two years and as the administrator for the Rochester Montessori School for two years. Dr. Anderson began his career as a science teacher, high school football and track coach, and gifted education instructor with the Bellevue Public Schools (NE). He finished his time in Bellevue as a junior high school dean of students and athletic director. Dr. Anderson earned his B.A. at the University of Northern Iowa in Biology Education, his M.S. in Secondary School Administration from the University of Nebraska-Omaha and his Ph.D. in Curriculum and Instructional Systems at the University of Minnesota. He sometimes proudly describes himself as a “farm kid from northwest Iowa trying to make it in the big city!” He and his wife Barb have two adult children.

**Organization:** IBM

**Session Type:** Breakout

**Session Time:** 9:40am – 10:30am

**Room:** Garden City

**Title:** Design Thinking for Performance Excellence

**Overview:** *Overview coming soon*

**Bio:** Justin Gilbert and Patty Clancy (*Bios coming soon*)

**Organization:** Olmsted County

**Session Type:** Breakout

**Session Time:** 9:40am – 10:30am

**Room:** Captains

**Title:** Using Data in Government to Build Value for People

**Overview:** *Overview coming soon*

**Bio:** Presenters: Michael Garner, Mariann O'Keefe, Craig Hilmer, and/or Leigh Durbahn

**Organization:** Stratis Health

**Session Type:** Breakout

**Session Time:** 1:10pm – 2:00pm

**Room:** Harvest A

**Title:** Intentional Quality Improvement and Innovation - our Journey Inspired by PEN

**Overview:** Key Takeaways

- Description of our internal journey to integrate quality improvement and innovation consistently throughout the organization.
- Both QI teams and quality goals positively affect innovation.
- Description of early methods and lessons learned as well as our current approach in supporting a culture of quality improvement and innovation.

As a Quality Improvement Organization, Stratis Health has a history of supporting and implementing quality improvement (QI) initiatives. Our current organizational strategic plan includes a more intentional and consistent approach to both internal QI and Innovation. Previously the organization had separate QI and Innovation teams. The QI team had developed and implemented an ongoing education plan that included foundational QI topics and tools as well as support for efforts of smaller groups of individuals to get practical experience with tools by applying them to projects. The Innovation Team spent time understanding innovation as it applies to the organization and used a survey to get a sense of organizational readiness related to innovation. In the fall of 2016 the QI and Innovation team leads attended the PENworks Innovation Conference and the Systematic Inventive Thinking workshop. The conference and workshop led us to the realization of the benefits of joining our separate QI and Innovation teams. We discussed this plan with our sponsor (CEO), created a joint charter, and brought together a blended team – Quality Improvement and Innovation (QII) team.

The goal of the team is to promote a culture of quality improvement and innovation throughout the organization and find ways to engage all staff. One of the ways that we found to engage staff is the implementation of SparQ sessions that are open to all staff. The sessions are designed to support and coach employees bringing forward improvement ideas. As a result of these sessions, several ideas have been generated and moved into projects. We have added SparQ cards for those ideas that are smaller in scale and can be done quickly. In addition, we have started a QI/innovation visibility initiative where employees are starting to identify innovations and displaying them for all to see. There are also educational sessions and other communications methods that are being implemented to keep our efforts in front of staff. We are looking for ways to continually have more impact and understand a measurement scheme. We will discuss our journey, describe some of the projects that have been generated and plans for the future.

**Bio:** Susan Severson, BAS, CPHIT, CPEHR, Vice President of Health Information Technology Services – Stratis Health

Ms. Severson leads Stratis Health's HIT and Rural project portfolio. She has more than 23 years of experience in health care, with special focus on clinical process improvement in ambulatory settings to improve quality outcomes. She has in-depth knowledge and experience in providing technical assistance on topics relating to practice readiness, HIT optimization, practice strategies to meet Meaningful Use and Merit-based Incentive Program standards, and strategies to expand health information exchange across settings of care and into the community. Ms. Severson served as the Program Director for the Regional Extension Assistance Center for Health Information Technology (REACH) for Minnesota and North Dakota, assisting 5,200 primary care providers at 662 clinic locations which included health centers, achieve Stage 1 Meaningful Use and being recognized as one of the most successful Regional Extension Centers in the country. Sue plays a leadership role at Stratis Health to foster innovation within the organization. In addition, she is an Affiliate Faculty member at the University of Minnesota Institute for Health Informatics and a member of the Minnesota e-Health Advisory Committee. She has two years post-graduate studies in Healthcare Administration, University of Minnesota-

Carlson School of Management and a Bachelor of Applied Sciences, Community Health and Wellness Education, University of Wisconsin-Superior and is a Certified Professional Health Information Technology Professional (CPHIT) and Electronic Medical Records Professional (CPEHR). Ms. Severson was a 2015 Women's Health Leadership TRUST – honoree and a 2014 Leadership and MN e-Health Initiative Impact Award winner.

Mary Lou Haider, MBA, IDIQ Director - Lake Superior Quality Innovation Network, Vice-President, Contract Management & Internal Quality - Stratis Health

As IDIQ Director Ms. Haider provides management and oversight for the Lake Superior Quality Innovation Network for the states of Michigan, Minnesota, and Wisconsin. As Vice President, Contract Management and Internal Quality for Stratis Health she leads the center that provides data analysis expertise for the organization and manages the internal quality and process improvement and performance measurement activities of the organization. Ms. Haider has extensive background in a variety of healthcare areas including dentistry, behavioral health and substance abuse, and general medical. Prior to her current positions she held academic and management positions with the University of Minnesota, Cigna, United Healthcare, and Medica Health Plans. She received her undergraduate degree from the University of Minnesota and an MBA from the University of St. Thomas. Ms. Haider is interested in end of life care issues and has been a hospice volunteer since 1991.

**Organization:** Mayo Clinic

**Session Type:** Breakout

**Session Time:** 1:10pm – 2:00pm

**Room:** Harvest A

**Title:** Quality Management-Where We Have Been and Where We Are Going

**Overview:**

This presentation will provide a brief overview of the evolution of laboratory quality management. It will identify regulatory requirements and events that have contributed to the development of quality system development for clinical laboratories. The presenter will discuss the life cycle of the Quality Management System and the importance of continual process improvement. A highly functioning Quality Management System is vital to laboratory operations and effective integration within the laboratory's parent organization.

**Bio:** Janna Galbreath is the Quality Manager for the Department of Laboratory Medicine and Pathology. She began her career as a medical technologist at Mayo Clinic in 1973. Janna has experience in Transfusion Medicine and Microbiology, and for the last 30 years has worked to promote quality management in the clinical laboratory. She began her role as Quality Manager for DLMP in 2006. Janna is recognized as a subject matter expert in laboratory quality management and has presented quality management topics locally, regionally, nationally and internationally.

**Organization:** Brookings Public Schools

**Session Type:** Breakout

**Session Time:** 10:50am – 11:40am

**Room:** Harvest B/C

**Title:** *More info coming soon*

**Overview:**

**Bio:**

**Organization:** Cirrus

**Session Type:** Breakout

**Session Time:** 11:50am – 11:40am

**Room:** Garden City

**Title:** Data Based Decisions

**Overview:** *Overview coming soon*

**Bio:** Teresa Riffel is the Vice President of Manufacturing Operations and Continuous Improvement at Cirrus Aircraft. She joined in early 2015 and with responsibility for quality assurance, quality engineering, air safety and continuous improvement in the company. Teresa is an accomplished aerospace executive with extensive industry experience. She has held executive leadership positions in quality, global strategic sourcing and supplier integration for international Fortune 500 companies as well as other aerospace suppliers.

Teresa has a Bachelor of Science degree in business management, a Master's degree in management information systems and has certificates from the Thunderbird School of Global Management Executive Leadership Program and Michigan State Strategic Supply Chain Management program. She is a certified six sigma master black belt and is an APICS Certified Supply Chain Professional (CSCP).

Jonathan (Jon) Wright  
Executive Director of Continuous Improvement  
Cirrus Aircraft

Jon Wright is Executive Director of Continuous Improvement for Cirrus Aircraft.

Most recently Jon was Senior Manager of Operational Excellence for United Rentals. In this position Jon was responsible for implementing process improvement initiatives and coaching others on Lean tools and techniques to provide superior customer experiences and to strengthen the company in multiple business divisions. Recent projects include reducing hauling cost, increase fleet utilization, increase time utilization on high rented items and implementing Best Practices.

Jon started his career with the Boeing Company as a senior mechanic/inspector and rapidly progressed to Strategic Development Lean Project Manager. Besides leading numerous results producing Kaizen events and starting lean programs at tier 1 suppliers Jon was instrumental in creating a pulse production line for the Apache Helicopter. Jon had Lean responsibility for a 1,500 person business unit to set strategy and implement/lead projects. During this time he was also able to earn his Master and Bachelor degrees.

Jon left the Boeing Company and became an external consultant to pursue additional challenges in new industries such as Rail Transportation where he was able to reduce repair cost and increase machine productivity. He was also able to increase yearly cash flow in the Plastic Injection Molding industry.

Jon was recruited from consulting to join RSC Equipment Rental as Manager of Operational Excellence for 10 regions across the United States. At RSC he was able to start the Operational Excellence program from scratch and recruit and then coach others on Lean tools and techniques. During this time he was able to lead teams/individuals on reducing equipment requisition time, reduce customer contract processing time and reduce non value added tasks from District and Branch Managers.

Due to United Rentals acquiring RSC Equipment Rental and United Rentals not having an Operational Excellence program Jon became the West Region Lean Manager for Simmons Bedding where he had Lean responsibility for nine production facilities and leading site managers to set strategy and action plans. He was also able to lead/coach site level Kaizen leaders on specific projects such as reducing inbound freight cost, increase supplier defective material claims, and production increases. Once United Rentals started an Operational Excellence program Jon was then recruited by Senior Leadership to join United Rentals.

Jon received his Master of Science in Technical Management degree from Embry-Riddle Aeronautical University and his Bachelor of Science in Business Management from University of Phoenix. Jon also has his Private Pilot's License with Instrument Rating and Airframe and Powerplant License.

Jon grew up in Southern California and resides in Superior, WI with his wife Tiffany where they enjoy taking cross-country motorcycle trips, participating in charity fund raising activities and spending time with their four rescued dogs.

**Organization:** South Dakota Department of Transportation

**Session Type:** Breakout

**Session Time:** 10:50am – 11:40am

**Room:** Captains

**Title:** Strategic Planning in a Government Organization

**Overview:** Key takeaways

- How we determined a strategic planning process was needed
- Overview of our strategic planning process development and implementation
- Improvements that have come from strategic planning process

- Employee engagement efforts
- Leadership communication
- Process improvement
- Challenge in getting involvement from front line to executive team

In 2015 the Department of Transportation developed an annual strategic planning process. In the past the Department's strategic plan was not systematic and focused mostly on actions to be taken. This change provided for defined objectives, short & long term goals, Department wide action plans, and improved communication. Additionally the use of an annual strategic planning cycle has resulted in significant improvements to align the Department's resources on our key work objectives; Customers, Workforce, Service, Safety and Assets. These improvements have included stakeholder engagement & communication, employee engagement efforts, leadership communication and process improvement.

**Bio:** Craig Smith, PE received his Bachelors of Science degree in Civil Engineering from the South Dakota School of Mines and Technology, Rapid City, SD in 1992. He has worked for the SDDOT since 1992 primarily as a construction and maintenance engineer and manager in the Sioux Falls metro area. Over his 25 year career with the Department he has overseen multiple major highway construction projects in and around Sioux Falls. Since 2012 Craig has served as the Mitchell Region Engineer responsible for nearly 2500 miles of state highway and interstates in the southeast quarter of South Dakota.

As a member of SDDOT's Executive Team he has led the efforts to integrate the Baldrige Criteria into the Department's culture, including as a tool for leadership development. SD DOT conducted a Baldrige Express assessment in 2015 and a full assessment in 2017.

Jeff Senst, PE received his Bachelors of Science degree in Civil Engineering from the South Dakota State University, Brookings, SD in 1983. He has worked for the SDDOT since 1984 in various positions in the Sioux Falls metro area as a construction and maintenance engineer and manager. In 2002 relocated to Aberdeen SD to accept his current position as Aberdeen Region Engineer. As Region Engineer he is responsible for over 2300 miles of state highway and interstates in northeast South Dakota.

**Keynote:** Bristol TN Essential Services (2017 National Winner)

**Time:** 12:30pm – 1:00pm

**Room:** Carriage Hall

**Speaker:** R. Michael Browder, PE, Ed.D. BTES CEO

**Bio:**

**Overview:** For BTES, the journey to receiving the Malcolm Baldrige National Quality Award began in the late 1980s. Hear how this electric utility created a culture of continuous improvement and a focus on three key areas to help them succeed.

**Organization:** Cardinal of MN

**Session Type:** Breakout

**Session Time:** 1:10pm – 2:00pm

**Room:** Tack

**Title:** Beginning your Baldrige Journey

**Overview:** Key Takeaways

- Tips for implementing the framework to your organizations/department
- What worked & what didn't

- Panel - answering FAQs / Q&A
- Maintaining momentum with next steps

**Bio:**

Jack is the President/Owner/Founder of Cardinal of Minnesota, Ltd. (est. 1995). Cardinal provides residential care to adults with intellectual and developmental disabilities, mental health concerns and other related conditions. Cardinal operates 50 homes in southeastern Minnesota and Bemidji, and has approximately 500 employees. Jack has been in this field (disability services) for 40-plus years.

Over the past ten years, Cardinal has been deeply involved with the Performance Excellence Network and submitted their first Baldrige application in 2007 and subsequently submitted applications every two years. They recently received their sixth feedback report. Jack has been through evaluator training seven times (slow learner!!) over the past ten years and have served on three evaluator teams.

He is a native of Massachusetts and grew up mostly in New Mexico. He lives with his wife, Buff Hennessey, in a 110 year old farm house in rural Zumbro Falls. His hobbies include photography, beekeeping and umpiring. When he grows up he wants to be a nuclear submarine commander, an astronaut or a professional baseball player... if none of these works out perhaps he will return to his college job as a school bus driver.

Kyle Mullen, Chief Program Officer: Kyle came through Cardinal of Minnesota's door in 2005 and found a company culture uniquely dedicated to the people it served. He began with Cardinal as a Residential Supervisor and transitioned to the Director of Training and Development before his current role. As the Chief Program Officer, he oversees the daily operations of residential, in-home, and medical services. He has been involved with Cardinal's last five Baldrige application cycles, focusing on Categories 4, 6 and 7. He has served as a Performance Excellence Network evaluator and is Cardinal's resident geek and prank master.

Kristin Nagel, Chief Operating Officer: Kristin has worked for Cardinal for 19 years. Originally hired as "Girl Friday", she spent almost all of those years as a Program leader, significantly influencing the quality of supports Cardinal offers to all stakeholders. Today, she leads the organization as the Chief Operating Officer by overseeing the departments of HR, Training, and Quality and Strategy. Kristin holds a B.S. in Community Health Education and a Masters in Health Care and Human Services Administration. Kristin has attended Performance Excellence Network's evaluator training and leads Cardinal's Category 1 efforts.

Kate Smith, Director of Training: Kate is Cardinal's Director of Training. She began working for Cardinal in 2001 as a Residential Supervisor. She has invested most of her time building and supporting teams that provide services for the individuals in our homes. Kate embraces Cardinal's culture – she is the epitome of fun. Over the last 17 years, she has demonstrated her passion for continuous improvement, high performance and client focus. As her role has evolved, she loves that she is able to maintain close relationships with many of our clients, families and workforce. Kate helped to write Cardinal's first Baldrige application and has been a leader in Cardinal's Category 3 and Category 5 approaches.

**Organization:** Leading Age Partner Organization

**Session Type:** Breakout

**Session Time:** 10:50am – 11:40am

**Room:** Harvest A

**Title:** *More info coming soon*

**Overview:** *Overivew coming soon*

**Bio:** *Bio Coming soon*

**Organization:** Austin Public Schools

**Session Type:** Breakout

**Session Time:** 10:50am – 11:40am

**Room:** Harvest B/C

**Title:** Capitalizing on Serendipity...to Facilitate Organizational Change

**Overview:** When looking at the notes section for Strategic Planning Category 2.1a(2), an interesting reference to strategic opportunities arising from, among other things, “capitalizing on serendipity.” In this interactive session, Austin Public Schools will outline how it capitalized on a major building project to create change throughout the organization. It will discuss work it did to help it capitalize on this moment and lessons learned in the process.

**Bio:** David Krenz, Superintendent, Austin Public Schools

David has served as Superintendent of Austin Public Schools since 2009. Previous to Austin, he served as Superintendent, High School Principal and Assistant Principal, Director of Technology, and math and science teacher in Wisconsin and Minnesota school districts over his 40 plus year career in education. David earned his Bachelors, Masters and 6<sup>th</sup> Year degrees from Winona State University. David has served as a member of the Board of Directors for the Minnesota Association of School Administrators, the State Superintendents Professional Association. He is currently on the Region 1AA Executive Board of the Minnesota State High School League, Hormel Foundation Board of Directors and Executive Board of the Austin Chamber of Commerce. He is a member of the Austin Rotary, Austin Noon Kiwanis, and Austin Morning Lions Clubs. David’s immediate family consists of wife Eileen, son Christopher (39) – daughter-in-law Krista and granddaughter Violet (8 years), and sons Michael (37) and Brian (32).

John Alberts, Executive Director of Educational Services, Austin Public Schools

John Alberts is the Executive Director of Educational Services for Austin Public Schools in Austin, MN. In this role, he is responsible for oversight of teaching and learning, staff development, technology, gifted programs, English learner programs, integration programming, and federal funds. Additionally, John is a trained Baldrige evaluator and has served on several evaluation teams through Performance Excellence Network (PEN), and is on the Southeastern MN Board of PEN. John received his BA in English and psychology from the University of MN, Morris, and a MA in curriculum and instruction from the University of MN.

Dave Maroney, President, ATS&R

ATS&R President, David Maroney, has 33 years of experience specializing in educational architecture with extensive involvement in new facilities, additions, and alterations projects. His knowledge encompasses facilities assessments, long-range planning, facility programming, building design, cost estimating, scheduling, and quality control with a strong sensitivity to educational curriculum and 21st century learning solutions.

Kara Rise, Associate Partner, Interior Design, ATS&R

Kara Rise is an associate partner and interior designer specializing in educational projects. She provides planning, research, programming, workshops, interior design, cost estimating, and construction documents preparation. Kara has a passion for helping their clients create future-ready learning spaces.

**Organization:** Daktronics

**Session Type:** Breakout

**Session Time:** 1:10pm – 2:00pm

**Room:** Garden City

**Title:** The Performance Development Cycle at Daktronics:

**Overview:** The Performance Development Cycle at Daktronics: Daktronics is a world leader in providing video and scoring displays for customers in sports, business, and transportation. Our vision for engaging employees and developing people is Long Term Mutual Prosperity. In recent years, we have experimented with different approaches to fostering more helpful development and more robust performance assessment for our employees. This year we are practicing a set of supervisor-employee conversations we call the Performance Development Cycle. Our Cycle engages a plan-connect-reflect approach for helping employees build capabilities, and a curiosity-based approach for helping employees chart a course for their future. Our supervisors and employees are expressing positive feedback about the Cycle. We are excited to share our learning with other at PENworks.

**Bio:** Carla Gatzke is the Vice President of Human Resources for Daktronics, Inc. Gatzke began her career at Daktronics in 1981, as a student employee in Inventory, Information Systems, and Engineering. In 1984, she graduated from South Dakota State University with a bachelor’s degree in electrical engineering and minors in math and computer science. She then moved to a full-time role in Systems Sales Engineering, where she was responsible for sales and project management for legislative voting systems. In 1988, Gatzke took an 18-month leave of absence to earn a master’s degree in business

administration from Drake University, and to teach a semester in its finance department. In 1990, Gatzke returned to Daktronics and managed Star Circuits, which manufactures printed circuit boards. In 1992, Gatzke transferred to Administration, where she led the company's Personnel department. Four years later, Gatzke also assumed responsibility for the company's Information Technology and Systems. During the next ten years, the company's revenues increased ten-fold, to \$400 million. In 2006, the HR and IT responsibilities were separated, and Gatzke retained Human Resources. The Human Resources group furthers the company's success through people. Their efforts include organization design, staffing, talent development, compensation and benefits, and communications and training. Gatzke also serves as Corporate Secretary.

**Organization:** Org TBD

**Session Type:** Breakout

**Session Time:** 1:10pm – 2:00pm

**Room:** Captains

**Title:** *More details coming soon*

**Overview:**

**Bio:**

**Organization:** Communities of Excellence

**Session Type:** Breakout

**Session Time:** 10:50am – 11:40am

**Room:** Tack

**Title:** Using Baldrige to Improve Community Outcomes: West Kendall, Florida's Communities of Excellence 2026 journey

**Overview:** Beginning in 2010, a small group of leaders passionate about Baldrige developed the hypothesis that the Baldrige Framework, which is proven to transform business and organizations could be adapted to transform the health and wellbeing of residents in communities. In this session, COE 2026 Director Stephanie Norling will explain their approach, provide an overview of the communities that have adopted this framework to date, and describe her takeaways about key requirements needed for communities to pursue community performance excellence. Michelle Mejia, Assistant Vice President, Health Promotion and Strategic Partnerships with West Kendall Baptist Health will share the details of one of the first communities to adopt this framework, the role of the Healthy West Kendall Coalition, and her insights and lessons learned so far from their Communities of Excellence journey.

**Bio:** **Stephanie Norling, MBA**, Stephanie Norling has been Managing Director of Communities of Excellence 2026 since 2014. After graduating with a BA in Anthropology from Tufts University in 1999, Stephanie joined the Institute for Healthcare Improvement in Boston as a Project Coordinator. After moving to San Diego in 2001, she worked for 12 years at the San Diego Zoo and Safari Park, first in the Operations Department and later taking a lead role in the Elephant Department at the San Diego Zoo Safari Park. In 2012 Stephanie graduated from the University of San Diego with a Master's in Business Administration and a Certificate in Nonprofit Management. Stephanie is an active member of her community, with volunteering history at Father Joe's Villages, the House of Denmark, the San Diego Zoo, and many others. In addition, Stephanie recently completed her third year as a National Baldrige Examiner.

Michelle Mejia is the executive leading Healthy West Kendall; a community wide movement working to transform the community into one that embraces social wellbeing. The coalition looks to re-imagine itself by using a multidimensional intervention that assesses and addresses all of the determinants of health. Michelle conceptualized the Health Hub, a wellness kiosk, referral to care and resource center which has been identified by the Department of Health as a model for their "innovative interventions". Michelle was part of the senior executive team that opened West Kendall Baptist Hospital in April of 2011. She currently oversees the Medical Staff Office, Nutrition Services and Community Relations & Outreach. In addition, to the auxiliary departments; the Volunteer program and the Gift Shop.

Michelle started her career at Baptist Health 20 years ago. She was previously at South Miami Hospital where she assisted in the development of the International Services Department with a special focus on healthcare for cruise line employees. She also launched the Physician Relation's department and was subsequently promoted to director of that department.

Ms. Mejia is a two-time past president of the Juvenile Diabetes Research Foundation. She served on the foundation's government relations committee and for a decade served as Logistics Chair for the Walks to Cure Diabetes.

Following a path of increased leadership, Michelle has completed training with The Center for Executive Leaders. Ms. Mejia has a bachelor's in Health Administration and a master's degree from Barry University. In 2014, she completed training in "Leading Through Innovation" from the University of Berkeley. She is part of the adjunct faculty at Barry University.

Michelle grew up in the Republic of Panama and lives in Miami with her husband and two children.

**Organization:** Hormel Institute

**Session Type:** Breakout

**Session Time:** 2:50pm – 3:40pm

**Room:** Harvest A

**Title:** It's all about the Why

**Overview:** *Overview coming soon*

**Bio:** Gail Dennison, M.A., CFRE is the director of development and public relations for The Hormel Institute, University of Minnesota.

Gail is responsible for external marketing for The Hormel Institute and for 10 years has led the fundraising development for cancer research and the major expansions of The Hormel Institute, including growing collaborations to support The Hormel Institute's cancer research, two major capital campaigns, grants for technology, and regional research fundraisers.

In 2012 she co-led lobbying for Austin Port Authority's bonding bill receiving \$13.5 million from the State of Minnesota and \$23.5 million from The Hormel Foundation, resulting in the newly completed 2016 expansion. The expansion added another 20 labs to The Hormel Institute and a separate "Coming Together for the Cure" campaign developed the "Ray Live Learning Center," a 250-seat lecture hall and large event room providing cutting edge global communications technology used for international cancer research conferences, seminars and collaborative meetings.

Gail has her master's degree in Philanthropy and Development from St. Mary's University of Minnesota. She is past president of the Austin Area Chamber of Commerce and currently serves on boards including the executive board of Austin Area Foundation, executive board of ACGV Austin Community Growth Ventures board, executive board of GRAUC (Greater Rochester Advocates for Universities and Colleges), APEX Austin Diversity council, Association of Fundraising Professionals and Development Corporation of Austin. She was a member of Minnesota Chamber of Commerce's 2015-16 "Leadership Minnesota" group.

**Organization:** Normandale Community College

**Session Type:** Breakout

**Session Time:** 1:10pm – 2:00pm

**Room:** Harvest B/C

**Title:** *More details coming soon*

**Overview:** *Overview coming soon*

**Bio:** *Bio coming soon*

**Organization:** Org TBD

**Session Type:** Breakout

**Session Time:** 1:10pm – 2:00pm

**Room:** Captains

**Title:** *More details coming soon*

**Overview:**

**Bio:**

**Organization:** MN Deed

**Session Type:** Breakout

**Session Time:** 2:50pm – 3:40pm

**Room:** Captains

**Title:** Cutting Edge Culture: motivating your workforce of then, now, and the future.

**Overview:** Key takeaways

- Assessment tool through the eyes of the employees (outreach to retirement)
- Learn the 3 Cs to a cutting edge culture (consistent, communicated, collaborative)
- Practical steps to engage regional workforce systems

If we boil it down to the bottom line, we want and need workforces who are motivated, engaged and productive. With a statewide unemployment rate hovering in the 2-3% range, it is a job seeker's market and will be for another decade.

In this interactive session, assess your organization through the eyes of your employees, learn how to activate the workforce system, and take hope key steps to create a cutting edge culture that will retain your current workforce, attract your future workforce, and activate your retiring workforce.

**Bio:** Julie Brock, Workforce Strategy Consultant for the state of Minnesota (DEED), develops innovative workforce solutions by aligning resources, facilitating collaborations, and leveraging expertise in targeted industry sectors to drive economic equity and growth.

With a background in K-12 education and workforce development, Brock hopes to help the Southeast Minnesota economy grow and prosper by ensuring all residents, current and future, see their work as valuable and aligned with their individual strengths, passions, and skill sets. "We are in competition with the globe to be an attractive place for both employers and employees. We are a standout region with our quality of life, and I am excited to see us continue to be proactive about our growth."

Julie Brock resides in Eyota, Minnesota with her husband and two sons. If they aren't home, you can find them outside, taking in the best of each Southeast Minnesota season.

**Keynote:** Stellar Solutions (2017 National Winner)

**Time:** 3:40pm – 4:10pm

**Room:** Carriage Hall

**Speaker:** Patrick Logsdon, Vice President - Intelligence Programs

**Bio:**

**Overview:** Talking Points / Learning Objectives:

- 1) Stellar's foundation is its vision of satisfying our customers' critical need while realizing our dream jobs. That is what we care most about (customers and employees) and everything we do is driven by that vision and our values (do the right thing for our customers, employees, and the community).
- 2) Stellar is "built to last". We support our vision with our Leadership System, Strategic Planning Process, Metrics & Results, and Continuous Process Improvement. We adopted the Baldrige Framework in 2004, using it to build a sustaining business with steady growth and continuous process improvement that will stand the test of time.
- 3) Stellar's leadership is key to its culture and its success – leadership communication keeps employees informed and working toward their dream jobs, and helps us ensure we are satisfying our customers' most critical needs. It is crucial to the deployment and integration of our vision and values.

Abstract:

Stellar Solutions, Inc. is a global systems engineering provider solving the most complex issues that commercial and government clients face today – from national security and space exploration to the revolutionary impact of integrated technology on our lives – and delivering depth and breadth of industry knowledge through nimble teams of strategists, systems and aerospace engineers, and technical specialists. Stellar was founded in 1995 by CEO Celeste Ford with the vision of satisfying customers’ critical needs in alignment with employees’ dream jobs. That vision persists today, paired with deeply rooted values of doing the right thing for the customer, the employee, and the community. Stellar’s vision and values drive everything that we do, and supported by our Leadership System, Strategic Planning Process, and Continuous Process Improvement, make Stellar Solutions a company that is “built to last”.

Organization Mission: Satisfy our customers’ critical needs while realizing our dream jobs.

**Keynote:** Jazz Impact

**Time:** 4:10pm – 5:00pm

**Room:** Carriage Hall

**Title:** The Tools of Jazz in An Age of Uncertainty

**Overview:** There is something hidden in the process of jazz that speaks directly to the way you live your life and, more specifically, to the way you function in the business world. What do jazz musicians do?

Jazz musicians are improvisers. Experts at collaboratively embracing and working with change. They are comfortable with the discomfort of uncertainty.

What does improvisation mean? *Improv-Is-Ation* is literally the act of improving upon what “is.” To improvise well requires individual skills. But one person improvising alone, compelling as it might be, isn’t relevant to business. Business is all about the interaction of people within and between organizations. To sustain collaborative improvisation you need creative organizations that understand how to balance the need for structure with the need for flexibility.

Jazz ensembles are improvisational organizations that blend individual intention and behavior with group intention and behavior to consistently surface highly creative ideas. The behaviors of APRIL -- Autonomy, Passion, Risk, Intuition and Listening -- will give you and your company the skills you need to become the improvisers of the business world.

Dr. Michael Gold and the Jazz Impact Ensemble will engage you in a set of conceptual skills that will help you -- as individuals and as organizations – hone the collaborative capability to simultaneously discover, interpret, and integrate new ideas in real time.

**Bio:** Michael Gold is the founder of Jazz Impact, where he develops and conducts arts based learning designed to build interpersonal skills essential to the innovative process. He has worked for companies like IBM, Target, Microsoft, GAP, Siemens, Aetna, Starbucks, McGraw- Hill, Thomson International, HSBC Bank, Credit Suisse, Blue Cross Blue Shield, General Dynamics, The Hay Group International, Cargill, Accenture, General Mills, The United Nations, and many others. Michael’s background in music, business and academia was essential in developing Jazz Impact. He held various management positions in the real estate and financial services industries, holds a Ph.D. in music and created and ran the first jazz program at Vassar College. He uses jazz in a unique approach to teaching leadership development for The Executive MBA and Leadership Development Programs at the Kellogg School of Management at Northwestern University and with Surgeons, Physicians, and Chief Administrators at The Mayo Clinic. He has lectured at the University Of Chicago Graduate School Of Business, The Richard Ivey School of Business, and The Schools of Public Health Policy and Law at The University of Minnesota. Michael is an accredited practitioner of Appreciative Inquiry and has recently published a paper in The Journal of Thoracic and Cardio Vascular Surgery, October 2017, entitled “The Role of Imaging, Deliberate Practice, Structure and Improvisation in Approaching Surgical Perfection” with Joseph Dearani, MD and Anders K., Ericsson, PhD.

**5:00PM – 6:30PM: HAPPY HOUR**

**Network, Relax and Have Fun!**

**Friday, May 4<sup>th</sup>, 2018**

**Presenter:** Baldrige Session, Presenter TBD

**Session Type:** Intensive

**Session Time:** 10:00am – 11:30am

**Room:** Tack

**Title:** *More details coming soon*

**Overview:**

**Bio:**

**Presenter:** Chris Vogal

**Session Type:** Intensive

**Session Time:** 10:00am – 11:30am

**Room:** Harvest A

**Title:** Business Transformation- Delivering Results In 90 Days

**Overview:** Are you interested in transforming the results from your processes in 90 days?

Leveraging a proprietary approach and combination of the best integration of continuous improvement methodologies your company, division or function can achieve exceptional results! Our proven approach is built from over 20 years of helping transform organizations into high performing companies. Understanding this approach can help if you are looking for a proven performance improvement approach or are looking to strengthen your existing capabilities.

This intensive hands-on session will walk you through the process and engages you in exercises that show you how to create a “model process” that doubles the good, halves the bad and doubles the speed!

**Bio:** Chris specializes in the Development of Lean Leaders and Administrative Lean. He has over 15 years of Lean Administrative and Process Improvement experience including holding a variety of senior management positions in Operations Management, Lean Deployment, Financial Analysis & Planning and Information Technology.

During his 15 years at Wells Fargo, Chris led and used Lean to transform a division of Wells Fargo with 1,200 staff members. Starting in 2002 new costs of imaging and data lifting in Wells Fargo were rapidly rising due to independent growth across organizational lines. The Document Management department was formed to control costs through focused vision, consistent technologies and reduction in redundant processes. Taking the leadership of this department Chris saw the opportunity for Lean / Six Sigma / Operational Excellence and began to drive culture, knowledge, and tools learned from the Toyota Production System. The actions undertaken created a transformation of processes, physical environment, and most importantly, mindset. While the numerical results clearly proved the worth of this approach, we were also able to fully engage our work force completing the transformation with retention of nearly 100% of the original workforce.

**Presenter:** Irina Fursman

**Session Type:** Intensive

**Session Time:** 10:00am – 11:30am

**Room:** Harvest B/C

**Title:** How to Inspire Real Engagement during Tough Change

**Overview:** There's an old adage about motivating change: "you need to either feel the pain or see the light." True, but the real challenge is in the "how." How to rally people together around a mission that is exciting to some and scary to others.

How to set common goals for people with different agendas. How to deal with the baggage of history so everyone can move forward. To be a high-performing organization, you need to know *how* to address these common challenges.

The Performance Excellence Network is pleased to welcome Irina Fursman, President and CEO of HueLife, to our March 14 Minneapolis PEN breakfast discussion: “How to Inspire Real Engagement during Tough Change.”

In this interactive discussion, Irina will explain and demonstrate methodology to guide people toward authentic engagement and a shared vision.

**Bio:** Irina Fursman is Chief Facilitator and OD Practitioner at HUE.Life, an organization development and facilitation firm that focuses on human understanding and engagement as a core strategy for change. Her work includes a variety of strategic consulting services such as retreat planning and facilitation, strategic planning, and organizational or community engagement projects.

As a certified Technology of Participation (ToP) facilitator and trainer at Minnesota Technology of Participation (MNTOP), and a licensed practitioner of the Insights® people development program, Irina has worked with national and international organizations to teach the art and science of facilitation, engagement and strategic thinking.

In addition, Irina is president of the non-profit Institute of Cultural affairs in Ukraine that provides experiential leadership development opportunities for current and future leaders. She also co-founded the non-profit Global Synergy Group to create leadership development and engagement opportunities for civic leaders around the world.

Irina holds a Bachelor’s Degree in Education and an M.S. in Mathematics and Computer Science. She is a Doctoral Candidate at the University of St. Thomas, pursuing her dissertation in Organization Development and Change Leadership.

Her creative presentation skills and extensive facilitation expertise provides a fun, engaging and motivating experience for participants to help foster more successful organizational change and performance.

**Presenter:** Lee Eisenstaedt & Trent Clark

**Session Type:** Intensive

**Session Time:** 10:00am – 11:30am

**Room:** Garden City

**Title:** Leading with Courage

**Overview:** *Overview coming soon*

**Bio:** *Bio coming soon*

**Presenter:** Irene Kelly

**Session Type:** Intensive

**Session Time:** 10:00am – 11:30am

**Room:** Captains

**Title:** Ikigai: Aligning your Work and your Purpose

**Overview:** Presentation Talking Points of Presentation She supports clients to examine the barriers that interfere with full satisfaction, living in your “bliss”. Many organizations recognize that work-purpose alignment brings positive results while lack of it leads to unhappy and unproductive staff.

**Bio:** Irene Kelly, PCC, CVI™ VAR, a Leadership & Academic Coach, supports leaders to increase self-awareness and generate new possibilities. Her “Ikigai” dovetails with her work as she supports clients to enhance connections to self & others, develop ability to see possibilities and identify the help needed to succeed. Irene has a diverse background in

business ownership, management, sales and organizational leadership. She works with leaders in organizations, teams and small businesses to ensure that purpose and passion are present. Her organizational work is with those who care as much about people and relationships as they do about the bottom line.