

The image features the Malcolm Baldrige National Quality Award logo on the left, which consists of a stylized star and the text "Malcolm Baldrige National Quality Award". On the right, a clear glass trophy is shown, featuring a circular gold medallion with the award's logo. The background is a dark blue curtain.

Malcolm Baldrige National Quality Award

Surviving the Win: Leadership Lessons from a Baldrige Award Winner

- [Todd Conner, PharmD, Director](#)
- [VA Cooperative Studies Program](#)
- [Clinical Research Pharmacy Coordinating Center](#)
- [Sept 21, 2022](#)

Agenda

- About Me and the VA Cooperative Studies Program, Pharmacy Coordinating Center
- Baldrige Performance Excellence Program: A Brief Overview
- My Experience with Baldrige
 - as an employee
 - as a leader
- Rethinking “winning”: Responsibilities of Leadership

A little about me...

- **2005** – Received Pharm.D. at University of New Mexico
- **2005-08** – Residency and Fellowship at University of New Mexico Hospital and College of Pharmacy
- **2008-17** - Clinical Trials Fellow and Assistant Center Director at PCC
- **2017** – Deputy Director at PCC
- **2020** – Director at PCC

VA CSP Clinical Research Pharmacy Coordinating Center (PCC)

Established in Washington
D.C. in 1972

Operating out of
Albuquerque, NM, since 1977





CSP ABQ **COOPERATIVE STUDIES PROGRAM** **CLINICAL RESEARCH PHARMACY COORDINATING CENTER**



We support good science for the good of the Veteran.

MISSION

To improve the health and well-being of our Nation's Veterans

VISION

To be the go-to, can-do partner in support of federally-supported research that improves the lives of Veterans and the Nation.

CORE VALUES

Build enduring relationships | Respect those I serve and with whom I work
Adopt a "can-do" attitude | Seek excellence | Act with integrity



Pharmacy Coordinating Center

Clinical Trial Support

- Pharmaceutical Project Management and Study Design
- Clinical Trial Materials Management
- Regulatory and Patient Safety Management
- Laboratory Services and Biological Storage
- Customized IT solutions and Informatics





Our Primary Focus

Health and Well-being of Veterans





Pharmacy Coordinating Center

Research Portfolio

- **Million Veterans Program** – cohort of **1M** VA health care system enrollees for genomic medicine research
- Upwards of 70 on-going VA and Non-VA studies (planning, start-up, enrollment, analysis)
- Topics on a range of disease states and health conditions of special concern to Veterans including suicide prevention, cancer (Cancer Moonshot 2.0), COVID, military exposures (PACT Act), opioid abuse, prosthetics, PTSD, spinal cord injuries, Traumatic Brain Injury





Pharmacy Coordinating Center

Quality Excellence

Continuum of Quality

VA Cooperative Studies Program Clinical Research Pharmacy Coordinating Center
Albuquerque, New Mexico



ISO Registrations

9001:2015 QMS
21500:2012 PM
20387:2018 BIO



The Joint Commission

2019 (pharmacy)
2022 (lab)

Baldrige: What is It?

The Baldrige Performance Excellence Program (1987) -
Designed to help U.S. businesses and organizations improve the quality, productivity, and competitiveness of their products and services

Baldrige Framework: includes the Criteria for Performance Excellence, core values and concepts, and guidelines for evaluating business processes and results

Malcolm Baldrige Quality Award: A National Congressional award created to:

- Identify and recognize role-model businesses
- Establish a criteria for evaluating improvement efforts
- Disseminate and share best practices

Principles Championed by Malcolm Baldrige:

- **Visionary leadership**, managing for innovation, entrepreneurship, customer-driven excellence, integrity, creating value, **agility**, societal responsibility, and **a focus on the future**



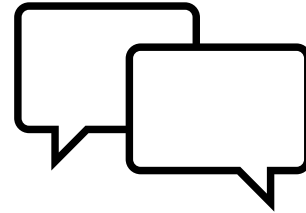
Baldrige is great. But it's all about the "Why."



We want to win the
Baldrige, but...

...what we are really trying to do is
create a great place to work, where
people are inspired to bring their best
to finding ways to collaborate with our
partners towards improving the health
and well-being of the Nation's
Veterans.

Post-Win Leadership Responsibility: Communication



WE WON, SHOULD WE
RISK CHANGE?

LET'S NOT BECOME STAGNANT/NOSTALGIC,
THINKING THAT THE ONLY WAY TO
SUCCEED IS BASED ON THE
CIRCUMSTANCES THAT EXISTED AND THE
THINGS WE DID IN THE PAST

Two Sides of a Winning Coin

A close-up photograph of a hand holding a coin between the thumb and index finger. The coin is a silver-colored metal, likely a US dime, and is held horizontally. The background is dark and out of focus, emphasizing the hand and the coin. The overall tone is professional and contemplative.

BENEFITS:

- Shared purpose
- Teamwork
- Catalyst for Quality
- Performance improvement
- Achievement
- Measures
- Exposure
- Reputation

CONSIDERATIONS:

- Focusing on the award as the goal
- What's next?
- Keeping the momentum
- We won. Should we risk change?
- Belief that because the old way won the prestigious award, so we should never change

Using Baldrige Principles to Maximize Workplace Flexibilities: Visionary Leadership



Baldrige Excellence Framework- Visionary Leadership





BECAUSE ATTRACTING
AND KEEPING THE
BEST EMPLOYEES HAS
BECOME HIGHLY
COMPETITIVE



BECAUSE EMPLOYEES
ARE BEING OFFERED
AND EXPECTING
MORE FLEXIBILITY
THAN EVER

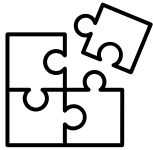


BECAUSE HAPPY
EMPLOYEES DO GOOD
WORK

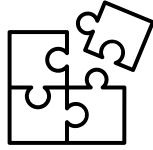


BECAUSE THE VA
LEADERSHIP HAS SET THE
EXPECTATION THAT WE
WILL MAXIMIZE THE USE
OF WORKPLACE
FLEXIBILITIES

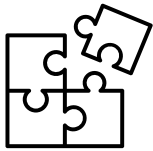
Our Approach has been Based on What Baldrige Defines as: **Visionary Leadership**



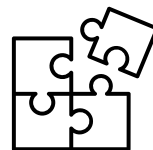
We will enhance **trust** by creating an environment where employees feel **safe** to **openly** give us feedback about their work flexibility preferences and how they see accomplishing their duties using those preferences. We will do so free from our own biases and judgement.



We will **role mode internal partnering** by coming back together as supervisors to discuss our employee's preferences and honestly try to figure out how we can work together to realize these preference as best we can



By putting an honest effort into finding the flexibilities that exist in ALL positions of the organization for ALL levels of employees, we'll build a culture of **equity and inclusion**



Through managing the new flexible environment thoughtfully, balancing providing meaningful work with a focus on accountability and professional development, we will increase the **well-being and engagement** of all team members

VA



U.S. Department of Veterans Affairs

Veterans Health Administration
Cooperative Studies Program



Questions?

Email: Todd.Conner@va.gov Tele: (505) 248-3203