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Four U.S. Organizations Honored With 2014 Baldrige National Quality Award

Honorees Include Two Texas Health Care Organizations

WASHINGTON, D.C.—U.S. Commerce Secretary Penny Pritzker today announced that four U.S. organizations are recipients of the 2014 Malcolm Baldrige National Quality Award, the nation's highest Presidential honor for performance excellence through innovation, improvement and visionary leadership.

The 2014 Baldrige Award recipients—listed with their category—are:

- PricewaterhouseCoopers Public Sector Practice, McLean, Va. (service)
- Hill Country Memorial, Fredericksburg, Texas (health care)
- St. David's HealthCare, Austin, Texas (health care)
- Elevations Credit Union, Boulder, Colo. (nonprofit)

"I am thrilled to congratulate the 2014 Baldrige Award recipients who have found a proven path to success through the [Baldrige Criteria for Performance Excellence](#)—the heart of the Baldrige Award," said Secretary Pritzker. "The Baldrige Program is one of the key ways that the [Commerce Department](#) is helping to recognize U.S. organizations that strive to have world-class operations. Today's honorees are the role models of innovation, sound management, employee and customer satisfaction, and results. I encourage organizations in every sector to follow their lead."

[An independent board of examiners](#) recommended this year's Baldrige Award recipients from a field of 22 applicants after evaluating them in seven areas defined by the Baldrige Criteria: leadership; strategic planning; customer focus; measurement, analysis and knowledge management; workforce focus; operations focus; and results. An organization may compete for the award in one of six categories: manufacturing, service, small business, health care, education and nonprofit (including government agencies).

Thousands of organizations worldwide use the Baldrige Criteria to guide their operations, improve performance and get sustainable results.

- more -

“The criteria, which are regularly updated, help organizations reach their goals, improve results and become more competitive by aligning plans, processes, people, decisions and actions vital to achieving ongoing success,” said Robert Fangmeyer, director of the [Baldrige Performance Excellence Program](#) at Commerce’s [National Institute of Standards and Technology](#) (NIST), the manager of the Baldrige Award in cooperation with the private sector.

To date, more than 1,500 U.S. organizations have applied for the Baldrige Award, and there are more than 30 independent Baldrige-based award programs covering nearly all 50 states. Internationally, the program has served as a model for nearly 100 excellence programs.

From 2010-2013, Baldrige Award applicants represented nearly 500,000 jobs, more than \$77 billion in revenue and budgets, and more than 400 million customers served.

A December 2011 study measuring the Baldrige Program's value to U.S. organizations conservatively estimated a benefit-to-cost ratio of 820 to 1, while a 2011 report by Truven Health Analytics found that health care organizations that have won or been in the final review process for a Baldrige Award outperform other hospitals in all but one metric the company uses to determine its "100 Top Hospitals" in the nation (and were six times more likely to be among the top 100). A study of the six organizations to win two Baldrige Awards found that for the years between awards their median growth in revenue was 93 percent and the median growth in jobs was 66 percent. The job growth was significantly higher than the average growth in jobs of 2.5 percent for matched industries and time periods.

The 2014 Baldrige Award will be presented at an April 2015 ceremony during the [Quest for Excellence conference](#) in Baltimore, Md.

The Baldrige Award was established by Congress in 1987 and is not given for specific products or services. Since the first group was recognized in 1988, [105 awards have been presented to 99 organizations \(including six repeat winners\)](#).

The Baldrige Program raises awareness about the importance of performance excellence in driving the U.S. and global economy; provides organizational assessment tools and criteria; educates leaders in businesses, schools, health care organizations, and government and nonprofit organizations about the practices of national role models; and recognizes those role models with the Baldrige Award.

For more information, including profiles of the 2014 Baldrige Award recipients, go to <http://www.nist.gov/baldrige>.

As a non-regulatory agency of the Commerce Department, NIST promotes U.S. innovation and industrial competitiveness by advancing measurement science, standards and technology in ways that enhance economic security and improve our quality of life.

**Malcolm Baldrige National Quality Award
2014 Award Recipient, Service Category**

PricewaterhouseCoopers Public Sector Practice



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Managing Partner

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PricewaterhouseCoopers Public Sector Practice (PwC PSP) was formed in 2005 and is one of 17 business units of PwC. Key customers are the U.S. federal government and state and local governments. Within PwC, this group is the only unit to serve this market. PwC PSP provides business advisory services, including risk consulting, management consulting and technology consulting. Headquartered in McLean, Va., PwC PSP employs nearly 1,100 people and reported a gross revenue of \$265.5 million for fiscal year 2014.

Customer Engagement Proves Good for Business

- PwC PSP utilizes scores from the federal government's Contractor Performance Assessment Reports to improve customer satisfaction. Thanks to its Engagement Management Process (EMP), scores rating PwC PSP as "exceptional" or "very good" increased from 50 percent in fiscal year 2008 to levels at or near 100 percent for fiscal years 2010 through 2014. Additionally, the percentage of responders that said PwC PSP "needs improvement" decreased from 73 percent in fiscal year 2011 to zero in fiscal year 2014.
- Net Promoter System (NPS, a tool for measuring and comparing customer engagement and loyalty) survey scores have been 50 or higher in all markets since fiscal year 2012. These scores are equal to or better than NPS scores for some of the most respected companies in the country.
- PwC PSP uses its formal Pursuit process to systematically capture business and engage customers. Pursuit integrates methods by which staff can better listen to potential, current and former customers at various points in each relationship. Additionally, Pursuit is integrated with the EMP to provide support and strengthen communication. Pursuit has helped increase active contracts from 290 to 1,050 over the past seven years and achieve a contract "win rate" for the practice that has been 11 percent better than a key competitor for the period fiscal year 2012 to fiscal year 2014.
- PwC PSP was one of the fastest growing consulting firms serving the federal government for the period 2011-2014.

Best Practices, Best Tools Keep Knowledge Flowing

- Knowledge management is the process of capturing, developing, sharing and effectively using organizational knowledge. PwC PSP collects content through its Knowledge Gateway where it is reviewed by PwC PSP's knowledge management team and competency leaders.

It is then shared and transferred through an innovative web-based tool designed to help professionals across the PwC network collaborate with one another. PwC PSP uses this internal collaboration system to find and share professional knowledge, exchange ideas, create insights and seek developmental opportunities. The tool received a 2014 Gold Intranet Innovation Award from Step Two Designs, a global firm that annually recognizes intranet-related new ideas and approaches.

- PwC PSP utilizes a fully deployed process to embed learning throughout the organization. The practice's Knowledge Gateway supports self-service learning and contains over 100,000 documents to support knowledge transfer.
- PwC PSP senior leaders identify high-performing units/operations and then invite them to present their leading practices at partner/managing director meetings. Leading practices also are deployed through internal systems such as the Knowledge Gateway and the annual Solutions Expo, a forum for staff to share and showcase innovative solutions, tools, marketing strategies and processes. Over 600 practitioners attended the fiscal year 2014 Solutions Expo, which featured more than 60 innovations and led to over \$6.7 million in government contracts from related procurement opportunities.

Making Processes Run Smoothly at All Times

- Outcome measures for work and support processes are defined and regularly reviewed. For example, contract closeout completions verifying that obligations have been met and resultant payments are accurate increased more than fourfold from 2012 to 2014. Demand management—making internal resources available prior to hiring and onboarding—has reduced onboarding costs by an estimated \$2 million since 2012.
- PwC PSP senior leaders monitor key metrics to control overall costs and work with their operations leaders and the practice's Quality Management Group to make decisions. Team members continuously assess quality to prevent defects, service errors and rework before dealing with clients.
- An extensive, well-deployed business continuity plan is used to prepare PwC PSP for emergencies and disasters. Multiple drills are conducted in each office, with exercises including both physical and hypothetical (with modeling of expected results) scenarios. Information on the drills and recovery scenarios is made available through the Knowledge Gateway.

Smart Strategic Planning: Practicing What They Preach

- PwC PSP has a systematic, four-step approach (observe, orient, decide, act) to strategic planning. Short- and long-term plans are developed and streamlined to enhance organizational agility.
- PwC PSP has four strategic goals focused on profit, workforce, customers and operations. These goals are aligned to strategic objectives, strategic advantages, strategic challenges, short- and long-term plans and performance projections/targets. Goals are developed with changes to services, clients and markets considered.
- Strategic planning has helped the practice address the challenges of decreased federal funding for contractor services and increased pressure for lower rates by competitors. Revenue results have exhibited continuous growth, from \$41 million in fiscal year 2005 to \$265 million in fiscal year 2014.

Quality Workforce: Foundation for Building Success

- PwC PSP aligns its workforce into a framework that delivers value to clients while encouraging individual staff career and leadership development. A matrix structure allows staff to be aligned both vertically along sectors and horizontally based on competencies.
- In 80 percent of client engagements, PwC PSP teams with an external entity. For example, its Mentor-Protégé Program provides business exposure and opportunities for a limited number of small, veteran-owned, business-teaming entities. Each relationship requires a specific scope tailored for the protégé, a formal application and approval.
- Workforce policies, services and benefits are reviewed annually to help ensure that they continue to meet changing workforce needs. The Knowledge Gateway offers easy access to information on health, financial, work-life balance and professional developmental options.
- The total number of staff certifications has steadily increased 424 percent from fiscal year 2008 to fiscal year 2014. Certifications—which correlate directly with PwC PSP’s increasing revenue trends—have been earned in quality management, project management, information systems, information technology, certified public accounting and certified government financial management.
- Workforce turnover has decreased each year since fiscal year 2009, from approximately 22 percent to 13 percent—a rate that is considerably better than the industry average of 20 percent.

For more information:

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Highlights

- PwC PSP was one of the fastest growing consulting firms serving the federal government for the period 2011-2014.
- Thanks to its Engagement Management Process (EMP), scores rating PwC PSP as “exceptional” or “very good” increased from 50 percent in fiscal year 2008 to levels at or near 100 percent for fiscal years 2010 through 2014. Additionally, the percentage of responders that said PwC PSP “needs improvement” decreased from 73 percent in fiscal year 2011 to zero in fiscal year 2014.
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**Malcolm Baldrige National Quality Award
2014 Award Recipient, Health Care Category**

Hill Country Memorial



Highest-Ranking Official:

Jayne Pope
Chief Executive Officer

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Hill Country Memorial (HCM) is an 86-bed community hospital operating as a nonprofit organization that offers both general and acute care services to 10 counties in the heart of the Texas Hill Country. Opened in 1971—with 93 percent of the community providing financial support—HCM provides inpatient (surgical services, including total joint replacements and general medical), outpatient (primary care, laboratory, imaging, home health and hospice) and emergency services. HCM's campus in Fredericksburg, Texas, includes one hospital, a wellness center, a hospice, home-based health services, a breast center, rehabilitation services, emergency services and a thrift shop. An ambulatory surgical center is located in Marble Falls, Texas. With a workforce of more than 800 employees, medical staff and volunteers, HCM has an operating budget of \$199.5 million.

Remarkable Care Yields Top Rankings

- HCM was named one of “Top 100 Hospitals” by Truven Health Analytics for the past three years (2012-2014) and was selected by *Becker's Hospital Review* as one of its “Top 100 Great Community Hospitals” in 2014. Healthgrades consistently scores HCM in the top 10 percent nationally for patient safety, general surgery, gastrointestinal care and joint replacement.
- HCM outperformed every hospital in Texas for Value-Based Purchasing (VBP, also known as “pay for health care performance”), a program implemented by the Centers for Medicare and Medicaid Services (CMS) that ranks hospitals on quality health care performance. Nationally, HCM ranked 57th out of nearly 3,200 hospitals for VBP performance.
- HCM ranks consistently in the top 10 percent nationally on CMS clinical process measures, health care outcomes and patient experience measures. In 2013, CMS ranked HCM higher than the top 10 percent nationally for patient experience measures such as “overall rating of hospital,” “communication about medications,” “pain management” and “responsiveness of hospital staff.”
- More than 400 joint replacements are done annually at HCM's innovative Restore Joint Center, ranked number one in 2013 for patient experience among 5,000 hospitals nationally.

Engaged Employees Field a ‘Team of Champions’

- Employee satisfaction and engagement scores, as well as those for employed and independent physicians, ranked HCM in the top 10 percent nationally for 2013 and 2014.
- HCM’s voluntary employee turnover numbers has compared favorably to the top 25 percent of hospitals nationally as HCM has maintained a low turnover rate (compared to external benchmarks) for the past three years.
- The HCM Employee Wellness program has reduced annual health care expenditures for program participants and increased participation rates in breast cancer screening and diabetes management.

Driving Patient Value with Financial Soundness

- HCM’s financial measures are based on seven elements: net operating income, return on investment, days cash on hand, equity financing ratio, cash flow to total debt, average age of plant and replacement viability. These metrics are compiled into a Financial Flexibility Index that ranges from a low score of zero to a high of 12. In 2009, HCM’s composite score for all seven elements was just over 4. In 2013, it rose significantly to 10. This put HCM ahead of the top 25 percent of hospitals nationally.
- HCM demonstrated significant improvements in its financial performance from 2010 to 2013. During that period, HCM’s net income increased from \$10 million to nearly \$20 million, cash flow to total debt ratios improved from 50 to 60, and cash and investments to debt ratios improved from less than 1.5 to higher than 3.
- HCM has increased its inpatient and outpatient market share in its coverage area for major health care services from 2010 to 2013. Notably, HCM’s outpatient surgery market share has increased from 70 percent to 80 percent, while market shares for emergency, outpatient imaging and endoscopic services remained at 90 percent.

The Proof’s in the Process

- HCM’s strategic planning processes are comprehensive and reflect the organization’s inclusive relationship with its community. The planning processes consider innovations in health care as well as shifts in markets—all in the context of the organization’s “Remarkable Always” culture.
- The HCM strategy map portrays the community as the cornerstone of four focus areas: finance and growth, service, quality and people. The map is posted throughout all HCM facilities, reminding patients, employees and stakeholders of the organization’s commitment to its mission, vision and values.
- A 2013 process improvement assessed operating room procedures and recommended actions that improved on-time starts from 72 percent to 81 percent, increased capacity within the existing OR suites 16 percent (the equivalent of adding 40 operating days with the same resource allocation) and increased surgical volume 7.6 percent.

Focused on the Community

- Since 2005, HCM has provided more than \$42 million in charity care. Highlighting this commitment are services coordinated with the Good Samaritan Center and discounted care—by 90 percent—to meet the needs of patients who do not have health insurance or the means to obtain it.

- Community donations to the Hill Country Memorial Hospital Foundation, the fundraising arm of HCM, have increased 26 percent since 2008. During that same period, the foundation's "Forever Grateful" donation program for past HCM patients has increased 96 percent, exceeding the American Fundraising Professionals benchmark.
- HCM hosts "Good Health Schools" and community health screenings, featuring relevant medical topics such as osteoporosis and bone density testing, hearing and cochlear implants, the importance of colonoscopies, vascular health and more. Additionally, health education is offered ongoing through HCM's nutrition services, personalized fitness programs, and the "Transitions" program, which assists patients with chronic disease management.

For more information:

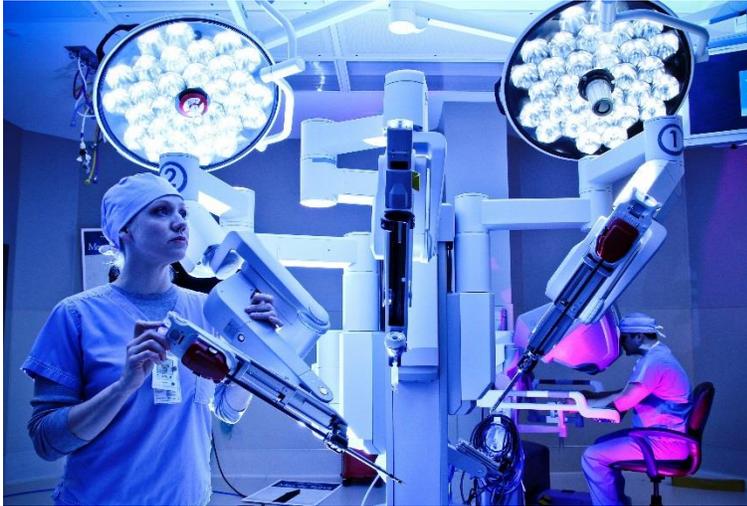
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**Malcolm Baldrige National Quality Award
2014 Award Recipient, Health Care Category**

St. David's HealthCare



Highest-Ranking Official:
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Officer

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St. David's HealthCare (SDH)—one of the largest hospital systems in Texas—is a unique partnership between St. David's Foundation, Hospital Corporation of America (HCA) and Georgetown Health Foundation. With locations throughout Central Texas, SDH operates six hospitals, six ambulatory surgery centers, four free-standing emergency departments, four urgent care clinics, rehabilitation facilities and numerous physician practices. SDH is the fourth-largest private employer in the Austin, Texas, area, with a workforce consisting of more than 8,000 employees, contractors and volunteers. Net revenue for the system in 2013 was \$1.4 billion.

Superior Standards That Save Lives

- SDH's composite performance on core measures reported by the Centers for Medicare and Medicaid Services (CMS) is at or better than the top 10 percent of health care systems nationally for each disease group—a level of excellence SDH has achieved since 2009.
- Representing a performance level among the nation's best, SDH has ranked in the American College of Cardiology's top 10 percent since 2010 for its "door-to-balloon" time in treating the most severe form of heart attack known as STEMI (in which the coronary artery is completely blocked off by a clot). The "door-to-balloon time" refers to the amount of time between a heart attack patient's arrival at the hospital and the point when intervention such as a balloon angioplasty is received.
- In 2013, marketing research firm Professional Research Consultants (PRC) presented SDH with its top honor, the President's Award, "for an organization that pushes the healthcare industry to innovate ways to provide better experiences for employees, physicians and patients." SDH was recognized for achieving superior PRC scores for every year since 2008.

Recognizing People Are the Heart of Success

- SDH was the first health system in Texas to be named "Texas Employer of the Year" by the Texas Workforce Commission. It also has been recognized as one of the "top 100 best places to work" by *Modern Healthcare* magazine.

- Physician satisfaction teams use results from an annual PRC survey of the medical staff to derive actions to improve SDH based on the physician's perspective. Because of this, "engagement at work" scores on the survey have increased significantly in all nine areas measured since 2010. SDH has outperformed PRC's top 10 percent nationally in six of the nine factors, and it performs in the top 20 percent for the other three.
- SDH innovatively retains nurses through its Specialty Nurse Accelerated Program (SNAP) that trains high-performing nurse graduates to work in specialty areas. Retention for first-year nursing graduates who participated in SNAP was 100 percent in 2013, compared to a 70 percent retention of such first-year graduates nationally.

Customer Focus = Customer Satisfaction and Loyalty

- Through its "Service Excellence Initiative" and other efforts to address patient and customer needs at all stages of the health care experience, SDH's patient satisfaction scores, as assessed by Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS), have improved each year since 2009.
- Compared to a Gallup survey database used to track patient satisfaction across the nation, SDH's scores were in the top 10 percent for emergency departments and in the top 25 percent for outpatient surgery and treatment.
- Patient loyalty scores for 2014, as measured against the Gallup survey question indicating "likelihood to recommend," put SDH in the top 10 percent nationally for inpatient care and in the top 25 percent nationally for outpatient and emergency care.

Fiscal Health Facilitates Quality Health Care

- SDH has demonstrated exceptional performance in net revenue growth through expanded operations and operational discipline between 2007 and 2013, with an increase of more than 70 percent. Additionally, the return on assets has increased from approximately 17 percent in 2007 to 33 percent in 2013, far exceeding the 4.7 percent average benchmark for Moody's AA-rated organizations.
- SDH's financial strength allows it to reinvest in its facilities each year without incurring any long-term debt. More than \$1 billion has been allocated in capital investments for facilities over the past 12 years.
- SDH has increased its inpatient market share every year since 2008, growing from approximately 42 percent in 2008 to 48 percent in 2013.

Lone Star Love for Community

- St. David's Foundation has contributed more than \$200 million to community programs since 2007. Each year, grants are provided to over 55 local agencies that provide primary care, mental health programs, community health programs and dental health vans. Since the inception of its dental program, 81,500 children and adults have received preventative and restorative dental care.
- Since 2008, SDH has provided more than \$1 billion in uncompensated care, with the amounts increasing each year. SDH also has provided at least 6 percent of its net revenue to charity care since 2007—150 percent more than is required under St. David's Foundation's nonprofit status.

- To address the environmental well-being of the communities it serves, SDH participates in a collaborative effort with vendors, facility management teams and local energy suppliers to reduce the organization's environmental footprint. One of these initiatives, the Single Stream Waste Initiative, focuses on reducing solid waste. From 2008 to 2013, the total number of recycled material containers increased from 26,000 to 32,000; pounds of plastic kept out of landfills increased from 58,000 to 96,000; and the pounds of carbon dioxide emissions prevented increased from 40,000 to 56,000.

For more information:

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Highlights

- SDH's composite performance on core measures reported by the Centers for Medicare and Medicaid Services (CMS) is at or better than the top 10 percent of health care systems nationally for each disease group—a level of excellence SDH has achieved since 2009.
- SDH was the first health system in Texas to be named "Texas Employer of the Year" by the Texas Workforce Commission. It also has been recognized as one of the "top 100 best places to work" by *Modern Healthcare* magazine.
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**Malcolm Baldrige National Quality Award
2014 Award Recipient, Nonprofit Category**

Elevations Credit Union



Highest-Ranking Official:

Gerry Agnes
President and Chief Executive Officer

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Elevations Credit Union (ECU) is a member-owned, nonprofit credit union, serving over 106,000 people through 11 branches and 332 employees in Colorado's Boulder, Broomfield, Larimer and Adams counties. Headquartered in Boulder, Colo., the organization provides a wide range of financial products and services, including checking and savings accounts, auto loans, student loans, mortgages, home-equity lines of credit, business loans, credit cards and financial planning. ECU has over \$1.4 billion in assets, and reported \$66 million in gross revenue and \$9.5 million in net revenue in 2013.

Banking on Members is a Winning Strategy

- ECU has been named "Best Financial Institution" by readers of the *Boulder Daily Camera* for 15 of the past 16 years, and repeatedly as "Best Bank," "Best Mortgage Company" or "Best Customer Service" by readers of the *Colorado Daily*, *Boulder Weekly*, *Longmont Times-Call* and *Loveland Reporter-Herald*.
- ECU uses the Net Promoter System (NPS) survey, a tool for measuring and comparing customer engagement and loyalty, along with its "voice-of-the-member" (VOM) process, to listen and learn from its members. NPS relationship scores have increased from 35 to 50 since 2011, and place ECU as the market leader over local competitors. ECU's NPS scores for overall transaction improved from 62 in 2011 to 65 in 2014, and for new product transaction from just over 60 in 2011 to nearly 80 in 2014.
- ECU holds primary financial institution (PFI is the financial institution used most by a customer) relationships with members at a rate better than 75 percent of all comparable credit unions. Since 2011, the percentage of members considering ECU their PFI has increased from 66 percent to 68 percent, and the organization exhibits a household retention rate of 96.5 percent.
- ECU strategically leverages social media to build stronger relationships with its members, ranking 16th in the world in social media use by credit unions, according to *The Financial Brand's* Power 100 Score. ECU has the 11th most-watched YouTube channel and the 29th most-liked Facebook site for all credit unions worldwide.

Fiscal Fitness: Setting the Example

- ECU shows sustained performance and growth in results for its financial products. For example, the number of financial products per household (just over 2.3) ranks in the top 20 percent nationally as measured by the Raddon Financial Group (RFG), a credit union benchmarking firm. Other RFG high marks include the percentage of members with a mortgage who chose ECU increasing from 21 percent in 2011 to over 30 percent in 2014 (top 20 percent nationally), and the checking penetration rate of 75.9 percent in 2014 (top 3 percent nationally).

- Growth in ECU's measure of wealth management (assets under management divided by total credit union assets) shows an increased level of member loyalty as well as diversification of revenue. The ECU wealth management rate has risen from just over 14 percent in 2011 to 21 percent in 2014, a result equalling the 75th percentile of the benchmarking peer group used by SNL Financial, a provider of business intelligence services.
- ECU's mortgage market production volume increased from 200 loans in 2011 to 500 in 2014 (annualized), compared to 150 or less for each of its three local competitors. In 2013, ECU produced more mortgage volume in Boulder County than any of its competitor, and during the summer of 2014, captured one-third of all mortgages closed in the county. ECU also is the largest credit union mortgage lender in Colorado.

Investing in People Power

- Dedicated to being "the best place you have ever worked," ECU regularly surveys employee engagement and satisfaction. Since 2011, ECU has recorded positive trends in these key areas, with employees feeling ECU "has a winning team" increasing from 68 percent in 2011 to 85 percent in 2014; "builds careers" increasing from 58 percent to 70 percent; "makes me proud to be part of this organization" increasing from 82 percent to 90 percent; and "gives me the responsibility and freedom to do my job" increasing from 77 percent to 88 percent.
- To communicate with and engage its workforce and members, ECU senior leaders use a systematic sequence of integrated monthly forums called the Operational Rhythm, which includes defined objectives, participants, measurements, analysis and aligned outputs. ECU also utilizes social media, all-staff meetings, "Run-the-Business" meetings and "Connect-the-Business" meetings to foster two-way communication with key members and the workforce.
- In support of ECU's "Total Rewards" philosophy, total compensation per full-time equivalent (FTE) employee, including benefits, has increased from \$70,000 in 2011 to about \$88,000 in 2014. Incentive pay as a percentage of total compensation has increased from 20 percent in 2011 to 35 percent in 2014. The ECU 90 percent rate of employee satisfaction with services and benefits exceeds the national benchmark of 88 percent.

Process Improvement Reaps Rewards

- A cross-functional team at ECU drives the Business Process Management (BPM) methodology to foster improvement and innovation throughout the credit union. BPM enables ECU management, employees and members to design work processes that meet stakeholder requirements and are integrated with innovation efforts. Among the recent innovations is Branch 2.0, a nontraditional branch concept that "utilizes a consultative approach emphasizing quality member engagement, provides financial solutions in a user friendly environment through a one-on-one advice-giving exchange, and enhances access to mobile, online and advanced-function ATM services."
- As a result of BPM, ECU has realized improvements in measures of process efficiency. Mortgage lending cycle time (days from locked to funded) has decreased from 49 days in 2012 to 37 days in 2014. Consumer lending cycle time (receipt of application to time of funding) by product has improved since 2013 for second mortgage, personal, auto, and Visa loans and products—even with increasing volumes. Mortgage loans per closer per month have increased from 90 in 2012 to 100 in 2014, compared to the national benchmark of 72.

Community Ties as Solid as the Rockies

- Over the past three years, actual hours volunteered by ECU employees increased by almost 50 percent, and hours per FTE (staff member) increased by 30 percent.
- Members of the ECU leadership team currently serve on boards or have ongoing formal roles in more than 30 community organizations.

- ECU responded to the September 2013 floods in the Boulder, Colo., area by creating a flood relief fund to provide critical relief dollars to local aid agencies. Over 12 days, ECU received over \$250,000 in donations, coupled with a \$100,000 challenge grant. ECU also created a flood assistance hotline to help members find relief organizations, as well as advise them on payment deferment options and loan assistance.
- Truthful to its Green Policy statement, ECU is using improved technologies to decrease energy consumption and carbon output. It has upgraded to energy-efficient heating, ventilating, air conditioning and lighting equipment; uses environmentally friendly cleaning products; creates marketing materials from recycled paper products; emphasizes the use of digital communication in place of printed material; and subscribes to a renewable-energy source provider. Additionally, the credit union provides lending for energy efficiency and renewable energy upgrades for homes and businesses in partnership with Boulder County and the City/County of Denver.

For more information:

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Highlights

- ECU has been named “Best Financial Institution” by readers of the *Boulder Daily Camera* for 15 of the past 16 years, and repeatedly as “Best Bank,” “Best Mortgage Company” or “Best Customer Service” by readers of the *Colorado Daily*, *Boulder Weekly*, *Longmont Times-Call* and *Loveland Reporter-Herald*.
- To communicate with and engage its workforce and members, ECU senior leaders use a systematic sequence of integrated monthly forums called the Operational Rhythm. ECU also utilizes social media, all-staff meetings, “Run-the-Business” meetings and “Connect-the-Business” meetings to foster two-way communication with key members and the workforce.
- ECU’s mortgage market production volume increased from 200 loans in 2011 to 500 in 2014 (annualized), compared to 150 or less for each of its three local competitors. In 2013, ECU produced more mortgage volume in Boulder County than any of its competitors, and during the summer of 2014, captured one-third of all mortgages closed in the county. ECU also is the largest credit union mortgage lender in Colorado.
- ECU strategically leverages social media to build stronger relationships with its members, ranking 16th in the world in social media use by credit unions, according to *The Financial Brand’s* Power 100 Score. ECU has the 11th most-watched YouTube channel and the 29th most-liked Facebook site for all credit unions worldwide.