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July Newsletter - Acting on Data

We are resending the July newsletter to correct a mistake in the Examiner's Corner.

President's July Message

We are all familiar with the term "data driven organization." Most of us probably believe that our own organizations are mostly data driven. Some of our organizations may even suffer from analysis paralysis, having so much data we are unable to choose where to take action.

I am no expert in this area, but in my line of work as an enterprise architect, I am often exposed to too much data, not the right data, a lack of data and other conditions that inhibit our ability to act on the data – to drive our organizational mission, vision and values.

Assuming we have determined the right data to collect and we have begun to collect it, we need to be able to determine the appropriate intervals on which to base decisions. In some consumer markets where a product effective life is six months or less, the frequency of collection and requirements for action may be very different from that of an asset that delivers value over several years. To ensure data-driven actions will move your organization forward, make sure the selected interval of data aligns with the needs of your organization. This may not require a data scientist, but it does require critical thinking skills. Is the data meaningful, relevant and insightful? Does the data provide rearward looking, current or future looking indications of product or customer behavior? In order to provide actionable data, you may need to tweak your formula, data gathering and interpretation approaches several times before launching a wholesale acceptance of the approach and the results being delivered by the data.

The key is to be able to support your organization's decision making on the data that is being assessed. Decisions based on data are more likely to support your mission, vision and values than those based on a "gut feel" or a potential "market opportunity." Process driven organizations may find that acting on data provides a firm foundation for the decision-making process and reduces ambiguity and opportunities for errors.

As humans we will never replace our biases, dreams and imagination with data – nor should we. But we can leverage those parts of our human brilliance with data that supports our efforts and ensures our forward progress by tempering and guiding our exuberance with data that may lead to better, more supportable and reasonable decisions.

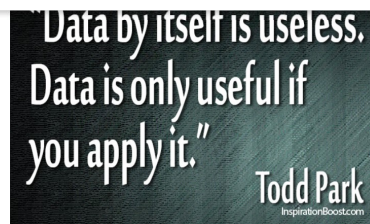
Eric-Stephan Neill
President, KyCPE

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August 12 - Culture of Productivity session (see below)

September 1 - letter of intent to apply due to KyCPE

September 18 - KyCPE webinar series begins (see below)



KyCPE Conference Update

KyCPE Conference Cancelled - Webinar Series to Begin in September

Due to the pandemic, the decision has been made to cancel the KyCPE 2020 conference. The national Baldrige winners who were scheduled to present at the conference have graciously agreed to participate in a webinar series. The first webinar will be held on September 18, the day of the original conference. Once all webinar dates are finalized, the registration will be available on KyCPE's website. Watch for more details!

Special Opportunity

Upcoming Sessions Available

In cooperation with the Performance Excellence Network and the Alliance for Performance Excellence, KyCPE is offering the following fee-based, online workshop.

[Create a Culture of Productivity: Maximize Your Time, Talent and Technology](#), facilitated by Jan Lehman, CTC Productivity, August 12 (half-day session)

Organizations today are feeling increasing pressures to improve productivity, eliminate waste, and maximize efficiency. In good times and now in challenging times, as a leader, you have the opportunity and responsibility to encourage and reinforce productivity throughout your organization. But it must start with you.

ProTip

Making Decisions Based on Data, Ken Maxik

When looking at data throughout the organization Baldrige points to how you select and use data and information for performance measurement, analysis and review in support of organizational planning and performance improvement. While reviewing financial data to judge the health of an organization is important, in this case, what is available as non-financial data and how can we make decisions to improve the safety of our work through identifying and utilizing this data?

In the healthcare sector more and more of the data is being automated. However, obtaining this data from disparate systems is not always easy, and then to convert this data into useful information for improvement may be even more difficult. For example, many organizations have moved to the use of "smart pumps" for the infusion of intravenous medications as it has been shown to improve safety. The pumps hold a large amount of data that can be used to further improve the safe use of medications.

This kind of data can be turned into information by looking at the potential programming errors and then changing the medication library that is contained in the device. Data related to what medications were used in the device can show that the user did not utilize the drug dictionary. Data is also available to track what times the end user went around the dictionary and overrode a system warning. All this data can be used to make decisions to allow for later improvement. In addition, an observational method could be used to identify the interface between the user and the equipment to try and avoid potential programming errors.

As organizations begin to collect larger amounts of data electronically it is imperative that they can make business decisions based upon the data collected, and not just leave it on the shelf.

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ABOUT US

Brittany Cook, New KyCPE Board of Directors Member

Brittany Cook is KyCPE's newest board member, beginning her role in June. Cook has not previously worked with KyCPE, but learned of this opportunity through the Center for Nonprofit Excellence.

What is your job outside of KyCPE?

Currently, I am a Clinical (mental health) Therapist at The Home of the Innocents, running a pilot program for the state to advise on decoupling therapeutic service billing for foster care children placed in the residential setting. I am also currently exploring other offers and hope to make a decision by August.

What drew you to KyCPE?

KyCPE offers agencies the chance to learn to do something that I consistently strive for myself in working with other nonprofits- to be excellent. Examining, reviewing, coaching, and partnering with others to do this is the type of community connecting that I live for, and I'm excited to come on board to assist in growing that outreach.

How have you benefited personally and/or professionally from being part of KyCPE?

Both of these are areas I seek to find benefit and growth in as I move forward with KyCPE, but for now I have certainly felt a warm welcome from the other Board members.

What is your hope for KyCPE's future?

I hope to spread the word on what KyCPE does and bring forth more access to the Baldrige Framework across the state. With more recognition, we can continue to expand tools and resources that may allow further accessibility to grassroots and entrepreneurial agencies, bettering the Commonwealth overall.

What is one resource you have found to be valuable in your quest for excellence?

A valuable resource for me is Brene' Brown's *Dare to Lead*. This is an impactful book and workshop series that offers people the chance for introspection and to lean in to being vulnerable and courageous towards consistent change that represents the values of your agency and employees.



Examiner's Corner

David Iorio

David Iorio has been a KyCPE examiner for 2 years and an examiner team lead for 3 years. He heard about KyCPE through a coworker, President Eric Neill, and became interested in being an examiner after exploring the NIST Baldrige website. This month, he shares his insights about the benefits of becoming an examiner and encouragement for potential applicants.

What advice would you give to future examiners?

Make it a learning experience for yourself. There are so many aspects of the process that you can learn from. The framework, the training, the other examiners, the customer's application, the writing of a good feedback statement (BTW, good feedback may be applied to your everyday life situations too), the consensus process (good enough!).

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Start the application process as early as you can. The questions in the organization profile and framework will quickly help you identify what aspects of your business that are important to you but, are not as well understood by all and are not as well measured as you would like them to be.

How have you benefited personally and/or professionally from being an examiner?

I applied some of what I learned at work before I retired, and I have used many things I have learned with my family. Before retirement I also used KyCPE credits to help maintain my CQE status. I am now a proud member of the KyCPE board.

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