



**JAYNE E. POPE**  
**CEO**

**Acceptance Speech**  
**Malcolm Baldrige National Quality Award Ceremony**  
**As Prepared for Delivery, April 12, 2015**

Deputy Secretary Andrews, Dr. Benson, Dr. May, and everyone sharing this wonderful moment with us.

There are many thanks to bestow this evening. I want to recognize and thank the entire Baldrige team, the Baldrige Foundation, the Baldrige Panel of Judges and the Baldrige Examiners whose dedication to performance excellence provided us with the knowledge and tools we needed to achieve world-class results.

I also congratulate my fellow recipients: PriceWaterhousecoopers Public Sector Practice, Elevations Credit Union, and St. David's Health Care.

And thank you to the Baldrige recipients who preceded us. We appreciate your willingness to share your best practices. It is this spirit of generosity that makes being part of the Baldrige community so rewarding.

Tonight, I wish to extend special thanks to the people who truly made this award possible. Thanks to our friends and neighbors back in Fredericksburg, Texas, for your continuous support and confidence in our leadership. Thanks to our physicians for their shared vision to always do the best for their patients. Thanks to our team members for their willingness to make the climb and improve Hill Country for the sake of others. And thanks to our Board of Trustees for their diligence and accountability, and steering us in pursuit of quality care.

Our team's passion for high-level performance excellence stems from the far-reaching legacy of Fredericksburg's German founders and the values they deeply rooted in our community.

When Hill Country Memorial opened its doors, it was because over 93 percent of the households in our community shared their earnings to build "their" hospital. As a non-tax supported, independent hospital we continue to draw on the support of our generous neighbors who contribute through our Hill Country Memorial Foundation. Thanks to their support, the foundation has raised over \$40 million dollars to help us meet and exceed the health care needs of our community. We are so grateful for our donors and Foundation partners.

Our Baldrige Journey began seven years ago to support our organizational goals of long-term sustainability, independence, and quality health care. We believe that rural healthcare is essential—and that it can be world-class.

At the start, we embraced the Baldrige framework as if it were a wise and trusted friend. Over time, we integrated the criteria into our day-to-day operations and built an environment of alignment and accountability where every member of our team understands how they contribute to our hospital's success.

We build relationships with our patients and community. We execute on our plans to provide remarkable health care and a patient experience that ranks in the top 5 percent of the nation. And in turn, our financial performance has improved well beyond our original projections.

But these results were not achieved by me individually or by Hill Country Memorial's management alone. These results are possible only through the strength of the partnership we share with our physicians and our empowered team members.

Tonight, I accept the 2014 Malcolm Baldrige National Quality Award on behalf of our Fredericksburg community; our talented and dedicated physicians, team members, and volunteers; our Board of Trustees; and our HCMH Foundation.

This award represents a milestone on our performance excellence journey. As we celebrate and share our climbing lessons with you this week, we also look forward to the climb still ahead.

Thank you for recognizing Hill Country Memorial and the powerful force of our small, but integrated—and resolute—rural Texas Hospital.