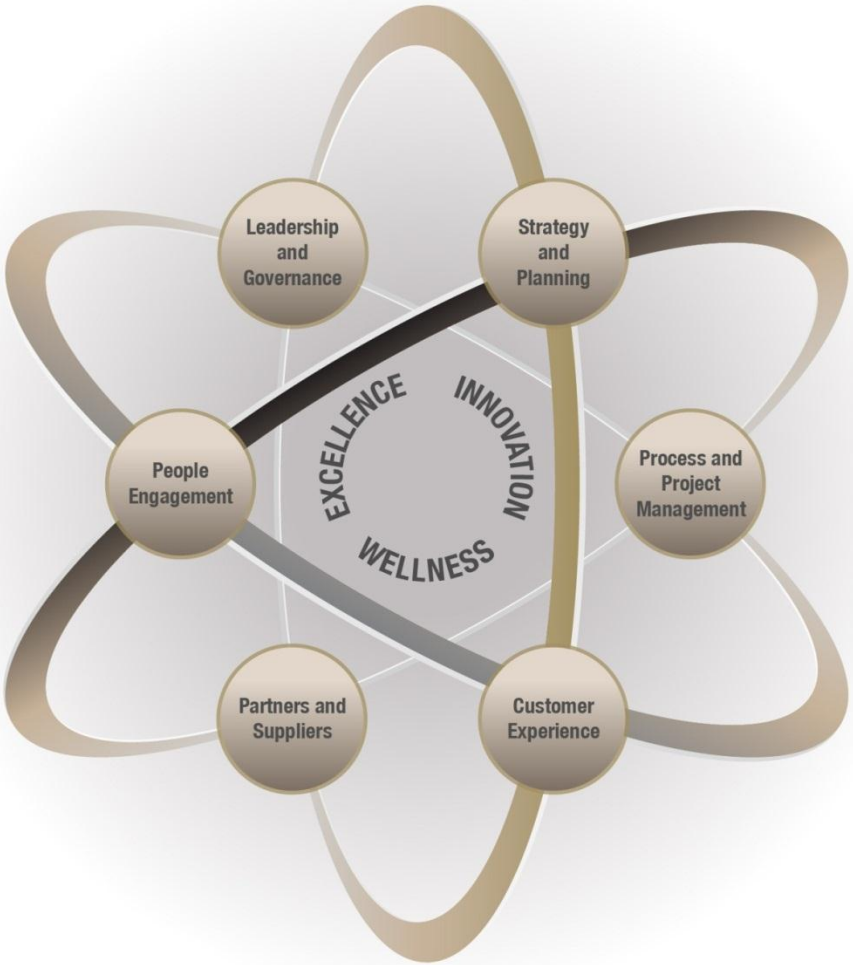
Excellence, Innovation and Wellness Standard



Introduction to the Excellence, Innovation and Wellness Standard

Excellence Canada's four levels of the ***Excellence, Innovation and Wellness Standard*** is progressive in scope, building on each other to ensure that organizations can implement and sustain, in a manageable and practical manner, a focus on organizational excellence.

Every organization focused on excellence charts its own course in order to demonstrate progress. This Standard provides an overall implementation model that complements and supports existing frameworks and accreditation systems, as well as provide a key overall strategic umbrella for continuous improvement. This strategic approach helps connect the various frameworks and improvement initiatives in place, assisting the application of practical and manageable ways of building and sustaining a culture of excellence.

The ***Excellence, Innovation and Wellness Standard*** serves as a roadmap for organizations in any sector that wishes to improve performance in all aspects of the organization. The ***Excellence, Innovation and Wellness Standard*** was developed by *Excellence Canada* in association with *Excellence Canada* partners and professionals from across Canada. The ***Standard's*** design is based on research and knowledge pertaining to success factors in the workplace and the experiences and outcomes of successful organizations. This model builds on the foundation of the leading edge work on progressive implementation models written by John Perry.

Whether your organization is large or small, private sector, public sector or not-for-profit, the ***Excellence, Innovation and Wellness Standard*** will help you to:

- ❑ Sustain a high level of outstanding performance in your organization.
- ❑ Act and think strategically.
- ❑ Plan, perform, measure and get great results.
- ❑ Create innovative ideas and solutions.
- ❑ Improve bottom line results.
- ❑ Engage and retain the best customers and employees.
- ❑ Build strong teams of motivated employees.
- ❑ Improve the physical and mental health of your employees.

Excellence, Innovation and Wellness Drivers

Leadership and Governance

The focus for this driver is on creating the culture, values and overall direction for success. Leadership is about demonstrating good governance and innovation, and fulfilling the organization's legal, ethical and societal obligations.

Strategy and Planning

Planning incorporates developing business and improvement plans across all drivers, and monitoring, evaluating and reporting on the progression in meeting defined strategic goals, as well as goals within all plans. All plans are linked to the organization's Strategic Plan.

Customer Experience

Customer Experience examines how the organization engages the customers for satisfaction and success. It includes listening, acting and reporting on Voice of the Customer feedback.

People Engagement

People engagement examines how people are treated, encouraged, supported and enabled to contribute to the organization's overall success. It includes the wellness of employees and their families including mental and physical wellness and a safe environment.

Process and Project Management

Process and project management include a disciplined and common approach toward analyzing and solving process problems and project management across the organization. This facilitates a prevention-based (rather than correction-based) approach to process management.

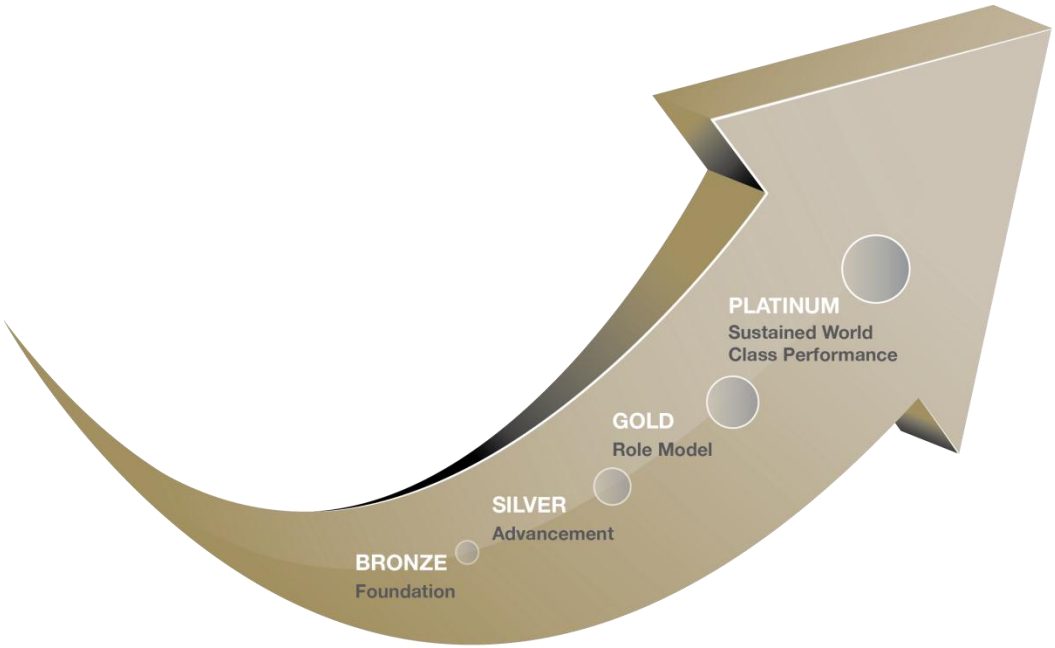
Partners and Suppliers

This examines the organization's external relationships with other organizations, institutions and/or alliances that are critical to meeting the strategic objectives. Such working relationships can include suppliers, partnerships (both financial and non-financial) and joint ventures/projects.

Progressive Excellence Program® (PEP)

The ***Excellence, Innovation and Wellness Standard*** has been developed in four levels (Bronze, Silver, Gold, and, Platinum) to make it easier for organizations to implement with a staged approach. This program is called PEP (Progressive Excellence Program).

At each of the four levels, *Excellence Canada* requires an application, describing how the organization meets the ***Standard*** at that level, as well as a site visit. A team of professionals will visit the organization for one or two days, depending on the scope and size of the application. As well, a random sample survey will be required by *Excellence Canada*. The intention of this brief survey is to ensure broad participation at a basic level to support the verification process.



EXCELLENCE CANADA
PROGRESSIVE EXCELLENCE PROGRAM®

Bronze – Foundation

Bronze (Level 1) demonstrates a clear commitment to excellence, innovation and wellness.

- ❑ The organization is in the early stages of implementing a long-term strategic focus on excellence, innovation and wellness that promotes good principles and practices as outlined in this ***Standard***.
- ❑ There is a commitment to continuous improvement with awareness and education on the ***Standard***, and using internal and/or external assessment, either in a pilot project or across the organization, to assist the process of establishing priorities for improvement.

The key outcomes of Bronze are:

- ❑ Broad team support of the vision, mission, and values.
- ❑ Recognition of the importance of embedding excellence, innovation and wellness principles in decision making at all levels of the organization.
- ❑ Policy statements related to excellence, innovation and wellness.

☑ *This level requires an application plus an Excellence Canada approved assessment. A brief site visit by an Excellence Canada team of professionals will be required as well as the completion of a brief random sample staff survey to be conducted by Excellence Canada.*

Silver – Advancement

Silver (Level 2) builds on the commitment and foundation established in Bronze.

- ❑ A solid methodology is in place across the organization based on the ***Standard***, and has been implemented in key areas.
- ❑ The organization is in transition from a focus on "reacting" to issues to a more "proactive" approach.
- ❑ Positive results are being achieved from improvement efforts in some areas.

The key outcomes of Silver are:

- ❑ A wider understanding by employees of the organization's strategic approach to excellence, innovation and wellness.
- ❑ Strategic and operational plans in place.
- ❑ Establishment of baseline indicators, measures and related goals for excellence, innovation and wellness.

☑ *This level requires an application plus an Excellence Canada approved assessment. A brief site visit by an Excellence Canada team of professionals will be required as well as the completion of a brief random sample staff survey to be conducted by Excellence Canada. Successful applicants are eligible to apply for a Silver CAE.*

Gold – Role Model

Gold (Level 3) builds on the solid implementation of excellence, innovation and wellness established in Silver.

- ❑ There is organization wide implementation of the strategic focus on excellence, innovation and wellness through the understanding and application of the ***Standard***.
- ❑ There is a sound, systematic approach to excellence, innovation and wellness in place.

The key outcomes of Gold are:

- ❑ Positive achievements in meeting and exceeding strategic goals.
- ❑ An organization-wide focus on excellence, innovation and wellness issues.
- ❑ Positive results are being achieved across all drivers, across all areas/departments of the organization.
- ❑ Widespread quantifiable improvement as a result of moving from reactive to proactive approaches and practices.

☑ *This level requires an application plus an Excellence Canada approved assessment. A brief site visit by an Excellence Canada team of professionals will be required as well as the completion of a brief random sample staff survey to be conducted by Excellence Canada. Successful applicants are eligible to apply for a Gold CAE.*

Platinum – Sustained World Class Performance

Platinum (Level 4) builds on the achievements and outcomes from the previous three levels with a focus on establishing sustainable practices.

- ❑ The organization has achieved good to excellent results and positive trends from its efforts for overall improvement in excellence, innovation and wellness.
- ❑ The organization can clearly identify sustained improvements against specific objectives and goals.

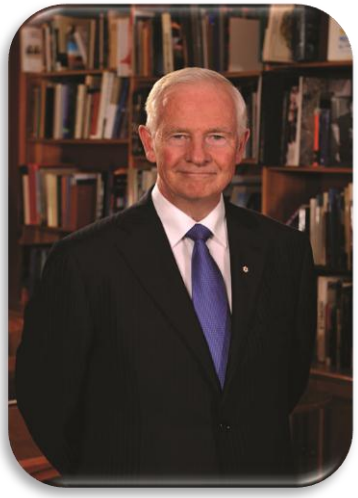
The key outcomes of Platinum are:

- ❑ Sound systemic approach to excellence, innovation and wellness.
- ❑ Continuous improvement is a “way of life” with full integration into culture and systems.
- ❑ Sustained positive improvements in all areas over at least three years (trend data required).
- ❑ Organization is viewed as a leader within its sector regarding excellence, innovation and wellness, in terms of knowledge sharing, industry and benchmark leadership and best practices.

☑ *This level requires an application plus an Excellence Canada approved assessment. A brief site visit by an Excellence Canada team of professionals will be required as well as the completion of a brief random sample staff survey to be conducted by Excellence Canada. Successful applicants are eligible to apply for a Platinum CAE.*

Canada Awards for Excellence

Organizations that successfully achieve Silver (Level 2) are eligible for a SILVER CAE; Gold (Level 3) are eligible for a GOLD CAE; and Platinum (Level 4) are eligible for a PLATINUM CAE.



His Excellency the Right Honourable David Johnston, C.C., C.M.M., C.O.M., C.D., Governor General of Canada is the Vice-Regal Patron of *Excellence Canada's Canada Awards for Excellence.*

How Your Organization will Benefit

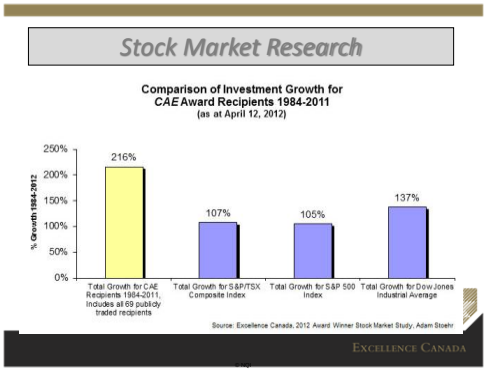
In addition to maintaining a focus on excellence and motivating your employees, the program provides many other benefits, i.e. it will help your organization to connect the dots on all your quality and wellness initiatives. It will also give your Board confidence that the organization is being managed in the most effective and aligned manner possible, allowing them to focus on their governance role. By earning PEP® Certification, your organization will gain third-party assessment and recognition of your achievements. You will obtain sound evidence on making a strategic commitment to excellence.

This translates to marketing value - you can let the world know your organization's level of excellence. As with other forms of quality certification, you gain recognition as you progress. You can work towards receiving Canada's premiere excellence award, the *Canada Awards for Excellence* Trophy.

Please note what one organization involved in NQI PEP® has to say:

"Excellence Canada's Progressive Excellence Program (PEP®) provided the Town of Markham with a common sense, balanced approach to improvement that helped us focus on the right things first and achieve performance improvements along the journey of excellence. The results of adopting the PEP approach have been increasingly positive trends with resident satisfaction for services provided, an increase of over 25% in overall staff satisfaction, and the streamlining of many key processes, to name a few. And it continues to get better!." Rick Dominico, Manager, Corporate Quality, Town of Markham

There are many studies that indicate the high cost of NOT implementing excellence as indicated in the following chart below (on the left). In addition, we know that the Excellence, Innovation and Wellness Standard and the PEP® programs work! Canadian organizations using our frameworks consistently outperform other organizations as demonstrated below (on the right):



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