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THE ALLIANCE FOR PERFORMANCE EXCELLENCE NEWSLETTER

THE PREMIER RESOURCE FOR A THRIVING BALDRIGE COMMUNITY

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“Enhancing Our Members’ Ability to Grow Baldrige-based Performance Excellence”

www.baldrigepe.org/alliance



A Message from the Chairman

Brian Lassiter, Chair
Alliance for Performance Excellence &
President of the Performance Excellence Network (MN, ND & SD)

“Enhancing Our Members’ Ability to Grow Baldrige-based Performance Excellence”

www.baldrigepe.org/alliance

See You in September:

Alliance Fall Workshops Concurrent with Tennessee Regional Conference

Things are still moving within the Alliance. Some news to report since our meetings at Quest:

- We have closed on purchasing the assets of the National Council for Performance Excellence, which brings the Alliance Baldrige Express and Baldrige Explorer – two products that will be available for resell to our customers nationwide! (More details on this later, as well as at our September meeting.)
- We continue to make progress on ManageHub, a product that serves small business and could serve as a feeder to our Award/assessment products.
- We created a value proposition for the Alliance and continue to work among ourselves and our partners in BPEP to create a marketing plan for growth.
- We continue to partner with BPEP to create an integrated examiner training curriculum, which will bring consistency in how we train examiners nationwide.
- We have strengthened our collaboration with the Baldrige Foundation, partnering on their efforts to restore federal funding to BPEP (and to state/local programs).
- We have improved our approaches to governance and board effectiveness.

Our upcoming fall meeting will coincide with the Tennessee Baldrige Regional Conference – I hope that most, if not all, member programs can attend so that we can explore further changes as well as share best practices across our programs. We will continue discussions regarding Alliance and Enterprise priorities, including but not limited to: fundraising and legislative advocacy, how to go to market with Baldrige Express, marketing/branding, and best practices across state programs.

We will meet **Thursday, Sept 24** roughly 9AM to 5PM, culminating in an optional social/dinner for those who want to participate that night (Katie warns us there may be country music or line dancing!). The Baldrige Regional Conference is Friday, Sept 25, and we hope you all stay over to learn and network.

The Alliance Leadership Committee decided on this format to reduce meeting time (we’re all busy people!) and reduce costs (hopefully 2-3 nights instead of 3-4). Information on lodging was announced by BPEP (<http://www.nist.gov/baldrige/regionals/location.cfm>); feel free to book your travel and make arrangements to attend the conference and the Alliance meetings.

And don’t forget to promote **both conferences** (the Denver, Colorado conference is Sept 2 – information on both conferences is at <http://www.nist.gov/baldrige/regionals/index.cfm>). Scott Kurtz in the BPEP office has sent promotional materials for your complimentary registration.

Message from the Chairman Continued

If you have any suggestions or input for the workshop, please let any of the Alliance officers know (Liz Menzer, Anne Warner, Geri Markley, or me). Make your travel arrangements soon and plan to join us in Tennessee for a productive few days of planning, strategizing, and decision making as we continue to move our Alliance and Enterprise forward.

Brian Lassiter, Chair (MN)

Baldrige News Updates



Register Now for the 2015 Baldrige Regional Conferences!

[Register now](#) for the [2015 Baldrige Regional Conferences](#) in Denver, CO and Nashville, TN for a one-day showcase of Baldrige best practices! The conferences, which will each showcase current and past Baldrige Award recipients, will be held:

September 2, 2015

Crowne Plaza Denver International Airport Convention Center
Denver, CO

September 25, 2015

Franklin Marriott Cool Springs
Nashville, TN

Attend and engage in a day dedicated to improving your organization's performance. The dynamic [conference schedules](#) include an opening plenary session featuring senior executives from the [2014 Baldrige Award recipients](#), a luncheon keynote speaker, and 15 interactive management sessions featuring Award recipients from the business, education, health care, and non-profit sectors.

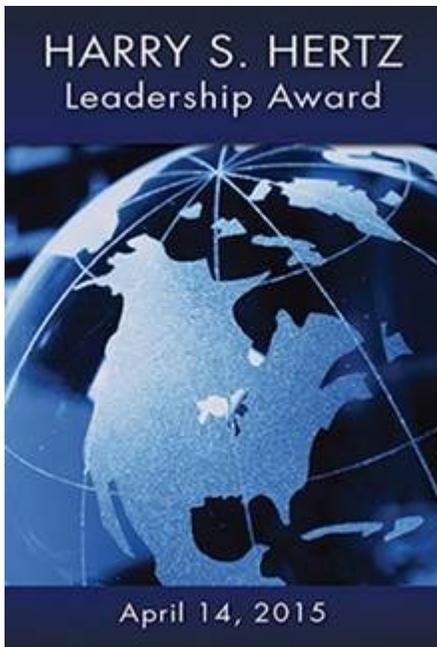
Learn how these role-model organizations achieve high performance and outstanding results in areas such as leadership, strategy, customers, workforce, and much more! Network with leading practitioners who use the Baldrige Framework to improve their organizations.

An optional [Pre-Conference Workshop for Baldrige beginners](#) is available the day before each conference. The facilitators are Cindy Milrany, Chief Financial Officer, Freese and Nichols (Denver) and JoAnn Sterneke, Superintendent, Pewaukee School District (Nashville).

Book your [hotel room reservations](#) now at the conference hotels to receive the conference rate. To learn more, visit the [Regional Conferences website](#).

Co-sponsored by the [Baldrige Performance Excellence Program](#), [Rocky Mountain Performance Excellence](#), the [Tennessee Center for Performance Excellence](#), and the [Alliance for Performance Excellence](#).

For questions about the conferences, contact us at 301-975-2036 or baldrige@nist.gov. For registration inquiries, contact Experient at 800-310-7554 (Domestic) or 240-439-2554 (International) or e-mail to NIS@experient-inc.com.



Harry S. Hertz Leadership Award 2016 Nominations are Open

The Baldrige Foundation is now accepting nominations for the 2016 Harry S. Hertz Leadership Award (HSHLA). The award is presented annually at the Quest for Excellence conference. We are seeking nominations to identify exemplar leaders for recognition with this prestigious award. A description of the award, the award criteria and nomination process, and the members of the selection committee can be found at:

<http://www.baldrigefoundation.org>

Through your networks you undoubtedly know some outstanding leaders. Consider making a nomination. The HSH Leadership Award will bring recognition to a deserving individual and provide leadership best practices to many. Nominees do not need to have any prior association with the Baldrige process; they should be exemplars of the leadership criteria described on the referenced web site. You may also help us promote the award by making your organization aware of the HSH Leadership Award and the opportunity to nominate their leader for public recognition.

On behalf of the Baldrige Foundation and the HSHLA Selection Committee, we greatly appreciate your assistance in identifying a role model leader for the 2016 Harry S. Hertz Leadership Award. The deadline for nominations is September 20, 2015.

For further information, please send your query to hshla@baldrigefoundation.org.



Twenty-Six Organizations Apply for 2015 Baldrige Award

From *NIST Tech Beat*: May 28, 2015

Recognizing that performance excellence and innovation are the key ingredients in a recipe for success, 26 top-level organizations are vying to be honored as the "top chefs" in the nation by applying for the 2015 Malcolm Baldrige National Quality Award. This year's applicants include two small businesses, four educational organizations, 16 health care organizations and four nonprofits.

This year's group of applicants shows that the Baldrige leadership and performance management framework continues to have strong support across different sectors, especially in health care. There has been a double-digit number of applicants in the health care category and at least one health care Baldrige Award winner annually since 2002. Additionally, this marks the 16th consecutive year with at least two or more applicants in both healthcare and education—a streak that started with the introduction of the two categories in 1999.

Working in teams over the summer, members of the volunteer board of Baldrige examiners will evaluate applicant organizations against the seven categories of the [2015-2016 Baldrige Criteria for Performance Excellence](#): leadership; strategic planning; customer focus; measurement, analysis and knowledge management; workforce focus; operations focus; and results. Examiners provide each applicant with 500 to 1,000 hours of review and a detailed report on the organization's strengths and opportunities for improvement. [Continue](#) reading. . . .

Alliance News

Updates from the Alliance Board of Directors

Taking ACTION:

Are We Making Progress?? – Input from YOU to BPEP

BPEP is doing a light update to [Are We Making Progress](#). Do organizations in your state use this tool? Do you have any input for a light revision or ideas on how Alliance member programs could use this self assessment tool? Please send your ideas and suggested edits to Liz Menzer by **August 5th**. (menzer@wisquality.org)

Committees that YOU can get involved in The Alliance Needs YOU!!

The Alliance is open to anyone interested in participating in Alliance Committees. You do not need to be from a member program. If you have interest or expertise in any of the following committees, please contact Brian Lassiter at brian.lassiter@performanceexcellencenetwork.org

- Marketing !!
- Business Development
- Governance

2015 Alliance Strategy and Action Plans

The key objectives of the 2015 strategy include the following:

- Business Development, Revenue Generation
- Marketing
- Strategic Value
- Providing Member Value Strategy is segmented into three categories
- Member/Mission Related.

Strategy is segmented into three categories

- Member/Mission Related.
 - o Marketing materials to support member is deploying Alliance Products
 - o Defining and Marketing the Alliance Value Proposition
 - o Focus on standardization of key process with flexibility in implementation
 - o Partnerships
- Financial
 - o Profitable revenue plan
 - o Increasing revenue sources
- Operations/Committee.
 - o Continuously improving Board Effectiveness and Accountability
 - o Increase member participation in committees or mission related activities
 - o Identify shared opportunities to lower member costs
 - o Enhance relationships with our Enterprise partners
 - o Identify and define key needs for staff



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New Services / Products:

Baldrige Express and Baldrige Explorer

As mentioned during the Communications Task Force calls and the President's Column in this newsletter, Baldrige Express/Baldrige Explorer is now owned by the Alliance for Performance Excellence.

Baldrige Express is a product that offers organizations an affordable and easy-to-use assessment tool. Baldrige Express is an online survey-based assessment that synthesizes points of view from all parts of an organization, combining the benefits of survey speed with the accuracy and completeness of a written narrative / feedback report.

The Alliance Business Development Committee will be creating turn-key marketing materials for Alliance Member Programs to be able to use in offering this additional assessment product to each of their programs offerings. Cost to member programs and consistency in pricing are being discussed. More information will be discussed at the Alliance Member Meeting on September 24th in Tennessee.

BOSS Software User Manual – IT'S HERE!!

The Southwest Alliance for Excellence took the initiative and created a BOSS Software User Manual. It is available to state and regional programs using BOSS. It has over 125 pages of step-by-step instructions and multiple screen shots. If you are interested in the manual, please contact Karen Shepard at kshepard@swae.org.

Communicating Learning Networking

Communications Task Force

Thanks to Katie Rawls, Gary Nesteby, Mike Belter, Donn Fisher, Dean Bondhus, Dick Eppig and Karen Shepard for contacting state and regional programs to share information and obtain input from our Members!

Common themes in the discussions with each of our Members centered on needing assistance in marketing, continuing to share best-practices during Alliance meetings, and the need for better orientation of new program directors, board members and volunteers.

State and regional programs vary greatly in how they are staffed and funded in addition to the volume of applications received, examiners trained and variety of programs offered. It is interesting to read about each program. For a full copy of the program inputs from the recent calls made by the Communications Task Force, please contact Katie Rawls at katie.rawls@tncpe.org.

Alliance News (continued)

BOX – Alliance Library of Documents

The Alliance uses **BOX.com** to store our documents. There are four major areas:

Public Documents: Available to anyone with the link below – no password required. Contains the Alliance Body of Knowledge, Alliance Newsletters, and Baldrige Marketing Materials. The link to this folder is also available on the Alliance website.

<https://networkforexcellence.box.com/AlliancePublicDocs>

Alliance Members: Contains documents targeted to those on the Alliance Executive Director distribution list. (Secure) Password required

Alliance Board of Directors: Contains documents intended for the Board of Directors (meeting minutes & Board orientation documents). (Secure) Password Required

Alliance Leadership Committee: Contains documents related to the work of the Alliance Leadership Committee (LC meeting minutes). Password Required

Boss – Contains documents related to Boss and minutes from user meetings.

Contact a BOX Library Admin to obtain a password for secure documents; Anne Warner, anne.gsqc@gmail.com or Karen Shepard, kshepard@swae.org

Alliance Google Email Groups (for Communication and Networking)

The Alliance uses Google Groups for email distribution purposes. We have the following email groups:

The “Alliance All Users” group can include any interested parties.

The “Baldrige Enterprise” group includes those within BPEP, ASQ, the Alliance for Performance Excellence and the Baldrige Foundation

The “Executive Director” group includes all Alliance program directors

The “Board of Directors” group includes only the Alliance Board of Directors

Any approved individual in a group has the capability of sending/receiving emails. If you would like to be added to any appropriate list, please contact Anne Warner, anne.gsqc@gmail.com or Karen Shepard, kshepard@swae.org.

How Member Programs rated the Board of Directors on running the Alliance

Member Programs who completed the survey on how the Board Governs the Organization rated the 10 topics from 2.8 to 3.3 on a 4 point scale, with an average of **3.1** as compared to last year’s range of 1.0 to 3.2 and an average score of **2.1**.

If you are interested in seeing the complete results with comments, please contact Karen Shepard at kshepard@swae.org.

24th Annual Sterling Conference, Sterling: The Epicenter of Excellence, May 31 – June 3, 2016 (Orlando, Florida)

It is not too early to register for the 2016 Sterling Conference and “Sterling Strong” to be held at the JW Marriott Orlando Grande Lakes. Attendees rated the 2015 Sterling Conference with a 98% overall satisfaction and attendees gave rave reviews to the new “Speed Learning” Session, the three Certification tracks (Six Sigma Yellow Belt, Leadership MBA Lite, and Managing for Excellence), and the “Ask the Experts” exposition sessions.

Please also mark your calendar for these special event days that are part of the Conference:

Florida's Education Summit - May 31, 2016

Florida's Healthcare Symposium - May 31, 2016

Florida's STEM Manufacturing and Education Forum - June 2, 2016

Six Sigma Yellow Belt, Six Sigma Green Belt, Leadership Development, and Management Assessment Opportunities

The Sterling Council is Florida’s epicenter of business quality for assessments, training, and recognition for performance excellence and proven results. The Council provides numerous opportunities to meet the needs of our ever-changing customers and stakeholders.

Leadership Development is a battery of courses designed to prepare and develop effective leaders, including a five day leadership academy, process and project management for leaders, and an examiner leadership development track open to both examiners and non-examiners.

The Sterling Council offers several levels of **Management Assessment** so organizations can match the depth of engagement and resources they are able to commit to where they are on their Path to Excellence. The new assessments include the Sterling Horizon, Sterling Explorer, and Sterling Collaborative Assessment.

For additional information and to register for classes, please access the link below.

<http://www.floridasterling.com/training>

2015 Governor’s Sterling Award Recipients

On May 14, 2015, Governor Rick Scott and the Florida Sterling Council announced that **Cape Coral Hospital, City of Tallahassee Underground Utilities, Florida Department of Health in St. Johns County, Kids Central, Inc., Hillsborough County Supervisor of Elections, Orange County Public Schools Human Resources Division, and Tax Collector for Polk County** received the prestigious Governor's Sterling Award for 2015. These coveted awards were bestowed at the 2015 Governor's Sterling Award Banquet at the JW Marriott Orlando Grande Lakes on Friday, June 5, 2015.

Governor Scott said, “The Governor’s Sterling Award winners reflect our focus of making Florida the best state in the nation to live, work and raise a family. I am pleased that Florida is leading the nation and I congratulate this year’s top-performing Sterling Award recipients. This award is the highest recognition an organization in Florida can receive for performance excellence. The Governor’s Sterling Award process is an efficient tool for all organizations that saves Florida businesses millions of dollars annually.”

The Louisiana Quality Foundation (LQF)

Submitted by Gordon Payne, President LQF

On June 16, 2015, a ceremony was held in conjunction with the Louisiana Economic Development (LED) Lantern Awards at the Louisiana Governor's Mansion. The Louisiana Quality Foundation (LQF) honored eight 2014 applicants in the Louisiana Quality Foundation Louisiana Performance Excellence Award (LPEA) process. Louisiana Economic Development (LED) and LQF partner to recognize and support Louisiana businesses for manufacturing and performance excellence.

Louisiana Performance Excellence Award, or LPEA is the top level in the Louisiana Quality Foundation process. Also termed **Level 3**, applicants for the LPEA prepare and submit a full 50-page application detailing responses to the questions in Categories One through Six and including 20 or 25 pages of measures in Category Seven that show how they examine their organizations and act on the results. Organizations earning the LPEA undergo site visits by LQF examiner teams that poll employees about processes, dig deep into the applications, and then produce a detailed feedback report that can be used to help find opportunities for improvement, or help maintain those aspects of the business that work well and enhance and sustain the business. LPEA recipients exhibit their ability to adapt, innovate, plan and partner at high levels. Finally, LPEA recipients are qualified to continue their performance excellence journeys by applying for the Malcolm Baldrige National Quality Award.

Lafayette General Medical Center (LGMC) staffs a total of 365 beds and is the largest full-service, acute-care medical center in the nine-parish area of Acadiana. LGMC provides families with comprehensive medical services at every level of care.

Lafayette General has the busiest emergency department in Acadiana and handles the highest level of trauma in the region. Over the years, LGMC has expanded its services and facilities to meet the community's growing needs, having been named a Center of Excellence in Minimally Invasive Gynecology and in Neuroscience, as well as having the distinction as an Accredited Cancer Program, Advanced Certified Primary Stroke Center, Disease-Specific Care Certification for Joint Replacement Hip and Knee and Accredited Center for Metabolic and Bariatric Surgery. A leader in technology, LGMC was the first to bring the da Vinci® robotic surgical system, CyberKnife® stereotactic radiosurgery system, MAKOplasty® orthopedic surgery robotic arm, and Medtronic O-Arm surgical imaging system to Acadiana. In addition, the hospital was the second in the world to use the breakthrough brain surgery system called BrightMatter Servo Solution.

LGMC became a major teaching hospital on July 1, 2013 through a partnership with LSU School of Medicine.

Lafayette General Medical Center is recognized by federal and state tax laws as a 501c(3) not-for-profit corporation. As a community-owned and managed hospital, all decisions are made locally by an experienced administrative team and a volunteer Board of Trustees. LGMC embodies their core competency; Leading with Purpose. Serving with Passion. They are Acadiana's hospital of choice.



Lafayette General Medical Center CEO Patrick Gandy, center, received the award

Quality New Mexico

Submitted by Lori Wilson, Administrator, Quality New Mexico

The article tells the story of Malcom Baldrige the man, the Baldrige Program's circuitous journey to New Mexico and how The Code of The West (Cowboy Ethics) influence the Baldrige Program nation-wide. The author is Nigel Hey.

To read or download the article in PDF Format, please use the link below.

<http://joom.ag/ba1p>

Partners in Performance Excellence (PiPEX) (Massachusetts, New York & Connecticut)

Submitted by Marta Nichols Executive Director, Partners in Performance Excellence



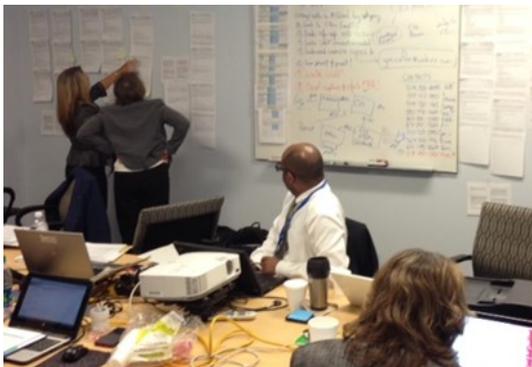
PiPEX Announces New Chair

Samuel Kornreich was approved as Chair of Partners in Performance Excellence at the annual Board of Directors meeting held on June 16, 2015. Sam has served on the PiPEX Board of Directors and the PiPEX Board of Examiners. He has over 18 years of combined experience in complex electronic and information technology systems, management, leadership, performance excellence, continuous improvement, and quality systems. He develops and delivers PE and CI course, including Baldrige principles. Sam has served in a variety of roles with the U.S. Coast Guard for more than 14 years. He is an Adjunct Professor of Quality Systems with National Graduate School. In addition, Sam is the United States Coast Guard Information Technology Division Chief, providing IT related support to all Coast Guard units throughout the Northeast. Directly support the maintenance and functionality of over 7000 devices used to support Coast Guard operations.

The Partnership for Excellence (Ohio, Indiana & West Virginia)

Submitted by Margot Hoffman, TPE President/CEO

2015 TPE Award Cycle Complete and Award Recipients Announced



TPE recently completed their annual award cycle with over 100 volunteer examiners, judges, team leaders and trainers supporting the process. Applicants from all industry segments participated in the cycle and nine organizations will be recognized with awards at TPE's Quest for Success conference in September. The awards represent Ohio, Indiana & West Virginia's highest honor for performance excellence through innovation, results and visionary leadership using the Baldrige Excellence Framework.

The 2015 Award Recipients who will be honored in September are:

- **Six Disciplines Consulting Services**, Findlay, OH (Gold, Achievement of Excellence)
- **Community Hospital East**, Indianapolis, IN (Silver, Commitment to Excellence)
- **Greater Cleveland Regional Transit Authority**, Cleveland, OH (Silver, Commitment to Excellence)
- **Henry County Hospital, Inc.**, Napoleon, OH (Silver, Commitment to Excellence)
- **Kern International, Inc.**, Grove City, OH (Silver, Commitment to Excellence)

The Partnership for Excellence (Ohio, Indiana & West Virginia) (continued)

Submitted by Margot Hoffman, TPE President/CEO

- **Managed Healthcare Services (a division of Lilly USA, LLC), Indianapolis, IN** (Silver, Commitment to Excellence)
- **Memorial Hospital and Health Care Center, Jasper, IN** (Silver, Commitment to Excellence)
- **Westfield Washington Schools, Westfield, IN** (Silver, Commitment to Excellence)
- **University Hospitals Geauga Medical Center, Chardon, OH** (Bronze, Pledge to Excellence)

TPE Quest for Success Conference – September 14 & 15, 2015



TPE's Quest for Success conference will take place September 14 – 15, 2015 at the Polaris Hilton in Columbus, Ohio. Malcolm Baldrige National Quality Award winners, TPE Award winners, and performance excellence professionals will deliver leading-edge presentations. Participants will engage in best practice sharing, key note addresses and breakout sessions, networking and learning sessions. 2014 MBNQA Recipients presenting at the conference include: Hill Country Memorial, Fredericksburg, TX; and PricewaterhouseCoopers Public Sector Practice, McLean, VA. Also, former MBQNA Recipients PRO-TEC Coating Company, Leipsic, OH and Schneck Medical Center, Seymour, IN will conduct presentations. Participants can register for the conference at

http://www.thepartnershipforexcellence.org/html/events/2015_quest_registration.html

Southwest Alliance for Excellence (Arizona, Nevada & Utah)

Submitted by Karen Shepard, Executive Director

Examiner Training - We are excited to share that the Southwest Alliance for Excellence (SWAE) held two sessions of examiner training this cycle, one located in Phoenix and one in Las Vegas. A total of 25 examiners were trained and are already underway with their independent review of their assigned applications. – What a terrific group this is!!



Examiner Training—*University of Phoenix* in Phoenix



Examiner Training—*Monte Vista Hospital* in Las Vegas

This year we deployed a tiered level of applications, modeled after the Tennessee program. We received two Organization Level applications including one Level 2 application (addressing only the Basic requirements) and one Level 3 application (addressing the Overall requirements). Additionally we received 5 Process Level applications.

We are using the BOSS software for the Organization Level applications and templates in Word for the Process Level applications.

Southwest Alliance for Excellence (continued)

Submitted by Karen Shepard, Executive Director



Intel Mentoring Program

The Southwest Alliance for Excellence (SWAE) is pleased and proud to continue our partnership with the Intel Corporation for our 7th year.

The Intel Corporate Quality group provides skill-specific volunteers as mentors to small and medium-sized organizations throughout Arizona. Through Intel's "Skills-based Volunteering" Program, Intel Quality employees are matched to organizations based upon their experience, skill sets, passion and certifications. These volunteers provide mentoring and assist organizations with training in quality skills and accomplishment of quality objectives.

This program is designed for nonprofits, educational entities and government agencies. There is **NO CHARGE** for participation in this program.

City of Goodyear - "Create a year-by-year plan with goals and outcome targets for implementing Lean in the organization"

Downs Syndrome Network - "Integrate and minimize the multiple software programs used to accomplish day-to-day operations"

Fresh Start Women's Foundation - "Create a better and more efficient system sign-in process for volunteers and for recording volunteer hours" and "Create streamlined processes that will eliminate cancelling classes and running out of classroom space to include client registration, volunteer teacher sign-ups, and classroom scheduling"

HandsOn Greater Phoenix - "Best methods for tracking & sharing data - Create a tool & supply inventory management solution; and best practices for executing site visits and managing communications"

NAU Extended Campuses - "Redesign the Admissions Process via a Kaizen event "

Science Foundation of Arizona - "Improve the instruction and application of STEM in native American Communities"

St. Vincent de Paul - "Technology Infrastructure assessment and recommendations to improve proactive servicing of hardware"

SWAE's new Performance Excellence Program Manager

We are pleased to announce Sandy Kube has joined the Southwest Alliance for Excellence!

Sandy retired from Deer Valley Unified School District in June and is eager to continue her performance improvement work with SWAE!

Sandy's education includes a Masters in Administration/Public Management, a Bachelor of Science in Business Administration, and is Certified as a Quality Improvement Associate through the American Society for Quality. She has been on the Board of Examiners for the National Baldrige Performance Excellence Program (2011-2013) and has served as an Examiner, Lead Examiner, Trainer, Mentor and Board of Overseers for SWAE since 2009.

Sandy has been with Deer Valley Unified School District since 1999 and has been the Planning Manager, Manager of Quality Services, and Manager of Professional Learning.

We are excited to have such an experienced leader working with SWAE's Performance Excellence Program!



Tennessee Center for Performance Excellence (TNCPE)

Submitted by Kelsey Alexander, Marketing and Communications Manager, TNCPE

Summer Happenings at TNCPE

Summer is off to a busy start for The Tennessee Center for Performance Excellence (TNCPE), and we have a host of exciting developments in store over the next few months!



Training the 2015 Board of Examiners

TNCPE is on the road again! Just last week, we completed the last of five three-day training sessions in Memphis, Nashville, Knoxville, and the Tri-Cities for the **187 leading professionals who applied to serve on the 2015 Board of Examiners**, including **39 Senior Examiners** who are back for their fourth or more year. [View photos from 2015 training >](#)

Nothin' but Net (Promoter Score)

As part of TNCPE's ongoing feedback efforts around stakeholder engagement, we recently adopted [Net Promoter Score \(NPS\)](#)—a methodology based on the fundamental perspective that every organization's customers can be divided into three categories: Promoters, Passives, and Detractors. TNCPE has integrated NPS into surveys for applicants, examiners, workshop attendees, and most recently corporate and individual members, and the results have been very enlightening. In addition, NPS has proven to be a valuable yardstick against which we continuously measure our performance against top-tier organizations like Southwest Airlines, Apple, Amazon, and others. [Learn more about using NPS >](#)

A Fresh Look for TNCPE.org

In the spirit of continuous improvement, **TNCPE is planning a complete redesign of our website later this year!** The new version of www.TNCPE.org will feature a variety of upgrades and improvements, including new resources for TNCPE applicants and exclusive value-added content for members. If your organization has recently undergone a website redesign and you have any best practices to share, please let us know! [Share your website wisdom >](#)

Hosting a Baldrige Regional Conference

TNCPE is thrilled to be hosting a [2015 Baldrige Regional Conference](#) in Nashville on Sept. 25! This year's conference lineup is truly spectacular and TNCPE is thrilled to capitalize on this unique opportunity to introduce organizations in the mid-Atlantic and Southeastern states to the value of the Baldrige Excellence Framework™. Also, if you're planning to attend the Alliance meeting on Sept. 24, we've got a few surprises in store that you won't want to miss. Hint: Don't forget your cowboy boots. [Register for the regional conference >](#)

Virginia SPQA

Submitted by Donna Douglas, Virginia SPQA

Virginia's Public/Private Partnership: A Game Changer!

Virginia's Secretary of Commerce and Trade and the United States Senate Productivity and Quality Award (SPQA) Program for Virginia and D.C. invest in Small Business Performance Excellence.

In 2014, the SPQA Program for Virginia and D.C. approached the Commonwealth of Virginia's Secretary of Commerce and Trade with a proposal for a public-private partnership. "Enhancing the entrepreneurial ecosystem in Virginia is an important part of the Governor's overall economic development strategy," **said Larry**

Virginia SPQA (continued)

Submitted by Donna Douglas, Virginia SPQA

Wilder, Chairman of the Ones to Watch Executive Steering Committee. “Entrepreneurism is integral to growing businesses and jobs, and the Ones to Watch initiative provides an opportunity to strengthen the ecosystem by highlighting the work of entrepreneurs and helping them take their businesses to the next level.”

The partnership provides small businesses an opportunity to learn ways to avoid pitfalls of starting, maintaining and growing a business. Virginia SPQA’s Ones to Watch initiative is based on the Baldrige Excellence Framework. The program helps Virginia businesses improve financial results, customer loyalty, job creation, operational effectiveness, improvement strategies, and workforce. In addition, the project aligns with two SPQA strategic priorities including fostering growth of individuals and organization interacting with SPQA and enhancing and developing new relationships with SPQA.

Throughout the year and into 2015, the partnership created a three-tiered framework that includes a project charter, an Executive Steering Committee, and a Baldrige-based business model for continuous quality improvement and performance excellence. The Ones to Watch Executive Steering Committee was co-chaired by the Virginia SPQA chairman and an appointed official from the Commonwealth of Virginia’s Office of Commerce and Trade. Members of the Ones to Watch Steering Committee represented Virginia’s leading workforce development agencies and included key SPQA members.

A statewide solicitation highlighted the many benefits of the Ones to Watch program, including:

- Free 2-day training on how to conduct a Discovery (Baldrige- based) self-evaluation of small business processes
- Actionable feedback on the strengths and opportunities for improvement of small business
- An experienced mentor who will work with small business one-to-one to help you navigate and complete the program
- Access to a network of professional service and resource providers
- Press recognition for program participation

Applications were carefully reviewed by the Ones to Watch Executive Steering Committee , and participants were selected using the criteria list above. The project expects to officially launch September, 2015.

The Ones to Watch Executive Steering Committee selected the following businesses to participate in the project: Champion Brewery, Charlottesville, Virginia, Lumi Organics, Charlottesville, Virginia, Performance Signs, Ruckersville, Virginia and App Tech Solutions, Roanoke, Virginia.

The Ones to Watch cycle will include a small business Discovery assessment using the Baldrige Framework and criteria for performance excellence, SPQA independent evaluation, a feedback report, and a professional mentor who will guide and support the business in identifying a community partner to assist in the development and implementation of a business improvement plan. Moving forward, the partnership will build on lessons learned from participation in the project and design a prototype for state-wide implementation in 2016.

Expected outcomes and measures of success for businesses who complete the process and utilize Virginia SPQA mentors and community resources over a three year timeline include increases in sales (revenue), cost reduction (reduced expenditures), job creation or job consolidation and risk mitigation.

Jan Garfield, chairman of the board of directors for SPQA says, “SPQA is committed to driving performance excellence to increase the competitiveness of our nation in a global economy. The Ones to Watch initiative is an example of SPQA’s commitment to individuals and communities in developing and executing strategy.”

Virginia SPQA (continued)

Submitted by Donna Douglas, Virginia SPQA

For more information about this partnership and workforce development project contact Virginia SPQA Executive Director, Rebecca Anderson at executivedirector@spqa-va.org or visit the Virginia SPQA website at

AHCA/NCAL National Quality Award

Submitted by Tim Case, Administrator of the AHCA/NCAL National Quality Award AND Glenn Bodinson, Baldrige Coach

A Model for Changing Your Mid-Level Criteria

When the 2015-2016 Baldrige Criteria were published and the item formatting revised, there were now 89 overall requirements that applicants are expected to meet. This was a significant increase. For example, overall requirements in process items grew from 25 in 2014 to 71 in 2015.

Many of the Alliance members have a multi-tier program. The middle tier requirements were generally to meet the Criteria overall requirements. The challenge will be how to revise the Criteria at the middle tier to correspond with the Baldrige changes.

The AHCA/NCAL National Quality Award is a three-tier award program. The Bronze level requires an Organizational Profile. The Silver level has required an Organizational Profile and answers to the overall requirements. The Gold level is a full 50-page application using the full criteria. The program averages about 300 applicants at the Silver level each year.

So when the 2015-2016 Baldrige Criteria were published with the new 89 overall requirements, we knew that was likely to be more than we could ask of Silver applicants to reply to in only 20 total pages (including 5 for the Organizational Profile).

So Tim Case, Administrator of the AHCA/NCAL National Quality Award and Urvi Patel, Senior Manager, AHCA Quality Improvement, formed a team of experienced examiners to draft a new criteria co-led by Glenn Bodinson, with Gary Floss, Jeri Reinhart, and Alana Moore Wolfe. The objectives were to write appropriate criteria that:

- Help applicants focus on using the criteria to improve their organization's performance.
- Reduced the number of requirements in each Area to Address to one or two. Previously, some Silver criteria questions had three or four requirements, and it was easy for applicants to miss one or more.
- Build a foundation of skills that will be helpful when pursuing a full application at the Gold Level.
- Eliminate higher level requirements like projections and innovation that are more appropriate at the Gold level.
- Simplify the accompanying glossary.
- Make the notes more relevant and useful to AHCA/NCAL members in the long-term care industry.

If you are redesigning your mid-level Criteria and would like a copy of the new AHCA/NCAL Silver Quality Award Criteria, please contact Tim Case at tcase@ahca.org.

There's one or two or dozens in every organization. The employee whose voice is like fingernails on a blackboard. (Now there's an analogy potentially only relevant to those of us in a certain generation!)

It's tempting to tune out the employee who always finds fault with the way things are done, their perceived injustices, their prediction that the whole organization is going to hell in a handbasket. Some of these employees truly ought to find another place to work because our organization is never going to satisfy their agenda or their unique needs.



On the other hand, how many times do we as leaders attempt to silence that voice crying out for change because it is a pointed reflection on how we are leading? I've been on both sides of this equation. The first time was as a staff person reporting to an executive. I kept trying to point out the growing cynicism in the workforce about the credibility of senior leaders. I encountered pushback, denial, and even a bit of "counseling" about how my continued voicing of this concern could be damaging to my career.

Later, I encountered this scenario on the other side of the equation as a senior leader who was anxious to carry the flag and defend the honor of the organization. I also certainly didn't want to acknowledge my own culpability in the areas where complaints were being lodged.

In the June 2015 McKinsey Quarterly, "When to Change How You Lead," McKinsey partner, Mary Meaney observed, "As I think about the organizations, leaders, and CEOs I've worked with, I sometimes ask myself where have I seen things go catastrophically wrong. More often than not, it has been because of arrogance. People who've stopped listening, stopped being open... As I think about the greatest failures, many of them resulted from lack of humility, of openness, listening, willingness to question yourself. Many leaders fell into the trap of believing that they were invincible, invulnerable, and infallible." <http://www.mckinsey.com/insights/organization/getting-organizational-redesign-right>

We recently had the privilege of interviewing Rulon Stacey, former CEO of Poudre Valley Health System (a 2008 Baldrige Award recipient). He described an important part of their journey – transitioning to a stage where all of the leaders in the organization were evaluated by "the patients and employees we serve. The leaders who are not supportive of this process are the leaders who do not have the self-confidence to allow others to give them feedback. Their mindset is, 'My employees don't have to like me. They just have to get the job done.' We found just the opposite. When employees see that their direct supervisors and senior leaders care about them as individuals and respond to their feedback, they deliver better care."

We invite you to respond with a key learning or insight you've had as a result of a "squeaky wheel." We'll share those – with or without attribution (your choice) – in an upcoming communication from BaldrigeCoach.

One last request. **Please follow me on Twitter @kaykendall.** I try to post or retweet all things related to Baldrige, leadership, and a passion for excellence.