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AQA Quality Quarterly

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ARIZONA QUALITY ALLIANCE

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Upcoming AQA Events

- Apr 19 – How to Drive Improvement in Your Organization
- May 02 – Intent to Apply forms due
- May 13 – Board of Examiner Applications due
- July 15 – Applications deadline
- August – Site Visit Workshop

Click here for your Performance Excellence Schedule

Letter from the Chairman of the AQA Board of Directors

I would like to welcome you to the first issue of our 2011 Quarterly Newsletter! In February, we had an opportunity to recognize the 2010 Performance Excellence Award recipients for their outstanding work in the area of quality improvement at our annual awards ceremony. Congratulations to all of our recipients! We presented a workshop in conjunction with the awards ceremony and received positive feedback from our attendees. We will continue to offer additional workshops throughout the coming months.

During the first quarter, we were heavily involved with membership and Board of Director recruitment efforts. Membership value includes the opportunity to improve organizational efficiency, productivity, and effectiveness through our Performance Excellence Award Program, networking opportunities, attending workshops, and benchmarking. With economic challenges continuing to face most Arizona businesses, membership in the Arizona Quality Alliance can support and enable continuous improvement opportunities at the local level.

I would like to take this opportunity to thank Twila Burdick, System Vice President of Organizational Performance, for serving on the Board of Directors for the past three years. I would also like to welcome four new board members: Jill Howard – Banner Health, Dr. Cheralyn Beaudry – Scottsdale Healthcare, Dr. Chet Date – Honeywell International, Inc, and Dr. Scott Smith – Deer Valley Unified School District

We are excited to be launching the 2011 awards cycle and we are currently recruiting examiners and organizations to the program. Participating as an examiner provides individual development opportunities as well as an overall benefit to the examiner's organization. Examiners receive extensive training on the Performance Excellence criteria and are then able to assimilate key learning into their day to day job functions. The schedule for the 2011 Arizona Quality Alliance Performance Excellence Program is available on the AQA website. We are looking forward to increased participation from examiner applicants as well as award applicants. The Arizona Quality Alliance is looking forward to working with our current and new members to improve organizational performance throughout the state of Arizona.

"I strongly encourage leaders of Arizona organizations to participate in AQA. I'm confident that it will strengthen their organization's awareness of quality performance, enhance their competitive market position, and bring new insights on how other companies outside their industry are raising the bar on quality."

-**David A. Dexter, President & CEO, Sonora Quest Laboratories**.

Jean Hammelev BS CT(ASCP) MBA/HCM
Executive Director – Program Office & Quality
Sonora Quest Laboratories
Laboratory Sciences of Arizona
Jean.hammelev@bannerhealth.com

Become an Examiner

2011 PERFORMANCE EXCELLENCE AWARDS PROGRAM

The **Arizona Quality Alliance (AQA)** is proud to announce the 2011 Performance Excellence Program is underway! We are offering the opportunity for you to be trained and serve as a member of the AQA Performance Excellence Program **Board of Examiners**.

Being an Examiner can be a powerful learning experience and a valuable professional development step for any individual.

Benefits include:

- Develop or refine YOUR analytical, teamwork, interviewing and writing skills
- Build and expand YOUR professional network and resume
- Increase YOUR ability to assist YOUR organization in continually improving its management systems and processes
- Learn firsthand of innovative approaches utilized by leading Arizona companies
- Receive continuing education credit for the training and examiner experience

You will learn how to:

- Use national Malcolm Baldrige award criteria to understand and evaluate an organization
- Conduct an effective assessment of quality performance
- Develop and provide non-prescriptive feedback in a management report
- Develop a strong understanding of a global set of guidelines for running an effective company
- Evaluate the quality systems of a range of organizations, from small and large manufacturing, healthcare, education and service companies to public sector organizations

To be considered as a *"potential examiner"*, submit an "Examiner Application" by **May 13, 2011** for the 2011 program. Examiners who have previously served must apply each year.
Notification will be emailed to all Potential Examiners by May 17, 2011, indicating selection status.

Examiner applications and the Program Schedule can be found at: http://www.arizona-excellence.com/SQA_Program/Awards.htm. We look forward to working with you!

Organizational "Intent to Apply" & Application Information

By applying to the Arizona Performance Excellence Program , you are taking a major step to improve your organization's performance and growth. Because of the learning inherent in completing the application and in the feedback you will receive, the effort that goes into applying for the Award should result in a significant return on your investment. The process will help you prioritize opportunities for improvement and identify strengths to celebrate. As a result, the rate at which your organization improves should accelerate.

The information can be found on our website at:
http://www.arizona-excellence.com/SQA_Program/Awards.htm

You will find the Intent to Apply & Eligibility Form along with the applications, criteria and guidance for the Showcase in Excellence Award and State Quality Awards. The deadline for the Intent to Apply form is **May 2**, **2011** and we will be offering a workshop on "Making Your Application the Best It Can Be" in order to get you started early on completing your formal application which will be due on **July 17, 2011**.

Should you have any questions, please don't hesitate to contact the Arizona Quality Alliance (AQA) office at 480-874-5815 or Karen Shepard at kshepard@arizona-excellence.com

Arizona MEP – Transforming the Way You Do Business

Arizona MEP is a private, nonprofit consulting organization committed to the growth and success of Arizona manufacturers. Arizona MEP brings real world manufacturing expertise to Arizona firms to help them achieve world-class performance through process improvement and innovation.

Arizona MEP Our expert staff are knowledgeable manufacturing and business specialists with years of practical experience improving the performance of manufacturing companies. Our focus is on delivering measurable results to manufacturers, whether through point solutions or enterprise wide improvements, for any aspect of a manufacturer's business.

Call 480.874.9100 today to discover how we can help you achieve your business goals.

Upcoming Arizona MEP Workshops:

Go to www.arizonamep.org for more information.

Lean and Green 101

- Friday, April 29th, 2011, Flagstaff

Learn how your company can reduce its energy related costs, reduce the impact of energy production on our environment, and improve your profitability. The Lean and Green 101 workshop is designed for manufacturers and others interested in learning how to apply sustainable, environmentally friendly practices in the workplace, while positively impacting your bottom line. Expect a fun, fast-paced workshop that combines classroom-style learning with interactive "live" simulations.

Lean Office Workshop

- Wednesday, May 4, 2011, Tucson
- Thursday, May 12, 2011, Phoenix

The Lean Office full-day workshop gives participants the opportunity to learn how Lean tools and Lean thinking can help improve processes and reduce waste in office, service, and administrative applications. The principles and practices demonstrated can be applied immediately at your facility.

Mastering Lean Product Development

- June 13-14, 2011, Scottsdale

Is your product development process lightning fast? Does it scale to the size of the project involved? Are design resources being utilized efficiently, and focused primarily on high-value opportunities? If you can't answer yes to these questions, take heart. There's no need to throw out your current development process. **The twelve methods of Lean Product Development** can drive the waste out of even the most rotund process, revealing the essential core that is best suited for your culture, industry, and customers.

Principles of Lean Manufacturing

- Wednesday, June 22, 2011, Phoenix

The Principles of Lean Manufacturing full-day workshop combines a comprehensive classroom presentation with hands-on simulation of a production facility. Participants are introduced to the basic concepts of Lean manufacturing, and learn the tools and methodology necessary to implement Lean on the shop floor.

2011 Arizona Quality Alliance Performance Excellence

Pioneer Award

Date	Location	Item
May 2	AQA Office	Intent to Apply Forms Due
May 13	AQA Office	Examiner Applications Due
May 24	University of Phoenix, Phoenix	Introductory Examiner Training
June 2	BQM Associates, Tucson	Introductory Examiner Training
June 22	University of Phoenix, Phoenix	Examiner Stage 1 Training
July 7	BQM Associates, Tucson	Examiner Stage 1 Training
July 15	AQA Office	Award Applications Due
Aug 17 - 19	University of Phoenix, Phoenix	Examiner Stage 2 & 3 Training

Showcase Award

AQA Technical Integrity Council (TIC)

The Technical Integrity Council is comprised of quality professionals from the Arizona business community. This dedicated group of volunteers provides the foundation for the Arizona Performance Excellence Program. This committee's role is to develop the award standards, ensure that integrity is maintained throughout the program, and to develop and deliver appropriate training.

Clarissa Allen – Harland Clarke

Frank Bouchard – Bouchard Quality Mgmnt Inc.

Judy Barker – L-3 Communications

Carla Carter – Carla Carter & Associates

Gloria Diaz – Arizona Game and Fish Department

Keith Dompier – Intel Corp.

Susie Duffy – Scottsdale Healthcare

Ellen Ermer – John C. Lincoln Health Network

Wayne Foraker – University of Phoenix

Chuck Harrington – S & B Technical Products

Jane Humble – ASU Polytechnic

Sandy Kube –Deer Valley Unified School District.

Susan Rudel – Laboratory Sciences of Arizona

"I cannot advocate for the Arizona Performance Excellence Award program strong enough. The value to participants, both volunteer Examiners and Applicants, is beyond the ability to calculate. The knowledge and skills gained through participation will be used for years to come to improve individual and organizational performance."

-Steve Novak, PPR Management Services, HI

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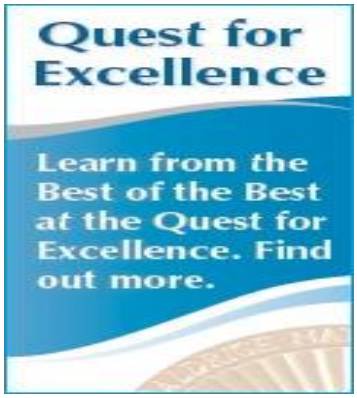

For more information click on banner

The 23rd Annual Quest for Excellence® Conference

The Official Conference of the Baldrige Award

Register Now

April 4-6, 2011
Pre-conference workshops Sunday, April 3
Marriott Wardman Park Hotel
Washington, DC

The definitive showcase of best practices from the 2010 recipients of the Malcolm Baldrige National Quality Award – the nation's highest honor for performance excellence and innovation

Manufacturing
MEDRAD
Nestlé Purina PetCare Co.

Small Business
Freese and Nichols, Inc
K&N Management
Studer Group

Education
Montgomery County Public Schools

Health Care
Advocate Good Samaritan Hospital

In addition, Quest will feature presentations by former Award recipients.

Learn from the Baldrige recipients themselves how they improved performance and results in Leadership; Strategic Planning; Customer Focus; Measurement, Analysis, and Knowledge Management; Workforce Focus; and Process Management

Get involved! *Contact AQA today and let us help you to help yourself. You'll make great business contacts and increase your personal skills while helping AQA achieves its mission!"*

The Examiners did a fine job on this feedback even though it is not a recipient this year. Their feedback has confirmed some of my thoughts about this application and I am pleased to see the Examiners did such a thorough job! They held true to the criteria."
2010 Applicant

ARIZONA QUALITY ALLIANCE

Arizona Quality Alliance Workshop Schedule

Date	*Workshop*	*Location*	*Time*	*Presenter*
4/19/11	"Driving Improvement in Your Organization Through the Arizona Performance Excellence Program"	Telesphere, 9237 E. Via de Ventura, Suite 250, Scottsdale, AZ 85258	11:30 – 1:00 pm	**Speaker:** Karen Shepard **Panelist:** Cheralyn Beaudry, Rodger Adair & Lynda Cull
5/5/11	"How to Make Your Showcase Application the Best It Can Be"	Scottsdale Unified School District – Education Center / Board Room 3811 N. 44th Street Phoenix, AZ 85018	1:00 – 5:00 pm	**Speaker:** Barbara Chatzkel, New River Group

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U.S. News ranks Phoenix Hospitals

Congratulations to AQA Members in the top 15 of 48 hospitals in Arizona:

Banner Good Samaritan Ranked # 1

#4 - Banner Desert
#5 - Banner Thunderbird
#6 - Scottsdale Healthcare Shea
#7 – Scottsdale Healthcare Osborn
#8 – Banner Estrella
#10 – Banner Del E. Webb
#11 – Banner Heart Hospital
#13 – Banner Baywood

The Best and Healthiest of Arizona Business

Ranking Arizona Awards … *The Best of Arizona Business*
Ranking Arizona once again proud to recognize the companies ranked as Arizona's favorites. These companies represent success, longevity and an ability to remain the best. The winners will be announced on March 31st!

Congratulations to AQA Members as Best of the Best Finalists:
Ping
The Boeing Company

The Valley's HEALTHIEST employers 2011

The *Phoenix Business Journal* is shining a light on Valley businesses with a new award honoring the most outstanding health and wellness programs. *Congratulations to the Valley's 2011 Healthiest Employers and AQA Members!*
Blue Cross Blue Shield of Arizona
Intel
Rio Salado College
Scottsdale Healthcare
The Boeing Company
TriWest Healthcare Alliance

There's one thing other Arizona laboratories are missing...

Award-Winning Quality

We applaud the Arizona Quality Alliance for inspiring local businesses to provide the highest-quality services to the residents of Arizona.

Seventy percent of health care decisions include laboratory results. You have a choice in lab services. Please visit www.SonoraQuest.com to learn more about the award-winning laboratory services that we provide and why you should choose Sonora Quest Laboratories.

Sonora Quest Laboratories™
A Subsidiary of Laboratory Sciences of Arizona

Arizona Governor's Award for Quality 2005 Recipient

Local Laboratories.
Local Focus.
www.SonoraQuest.com

AQA – From The Beginning

Contributors to article: Gloria Diaz, Dennis Sowards & Jim Zurn

The Arizona Quality Alliance was originally known as the Arizona Council for Excellence (ACE), and was run entirely by volunteers. The intent was to attract senior-level executives from around Arizona to form the Council for the purpose of learning about and sharing experiences implementing Total Quality across Arizona public and private sector organizations. Dennis Sowards, a founding volunteer, became the first paid Executive Director in 1993 when AQA became a 501.c.3 non-profit organization and was officially called The Arizona Quality Alliance (AQA). Since its formation, the AQA has had six Executive Directors.

The State Quality Awards Program began with the introduction of the Pioneer Award for Quality in 1993, then the Governor's Award in 1994. The Pioneer Award was intended to recognize organizations that had a "good start" (approach & deployment) but had not seen enough results to be recognized as a Baldrige award recipient.
During the first award banquet to present the Pioneer Award in 1994, the establishment of Governor's Advisory Council on Quality (GACQ) was announced. The mission of the sixteen-member Council, whose Chairman was appointed by the Governor, was *to provide leadership in promoting, facilitating, and recognizing the use of Total Quality Management (TQM) principles, processes and tools in the public and private sectors*. The GACQ's goals included providing guidance and support to the AQA, holding an annual Governor's Conference on Quality, and implementing an annual state quality award.

In the early years, AQA was housed at the Arizona Chamber of Commerce and the Governor's Office for Excellence in Government (OEG) had $10,000 in its budget for the AQA. AQA moved away from the Chamber to a cheaper (free) facility and conceptually to avoid being seen as a lobbying group which is what the Arizona Chamber does. The OEG and GACQ were eliminated during the budget crisis under Governor Janet Napolitano, but the budget allowance was rescinded prior to that.

Product Offerings

The AQA has offered networking and sharing across Arizona organizations since it was ACE. This included monthly networking meetings where local organizations made formal presentations of their quality efforts and through a facilitator, discussed common issues and concerns as well as successes. AQA offered plant tours, a resource library of quality reference material and training courses, and an annual conference including team showcases.
AQA had a monthly newsletter insert with the *Arizona Business Gazette* showcasing companies doing quality management efforts. AQA also maintained a list of consultants that was provided when requested. AQA did not rank or evaluate the consultants only provided a list as a service.

Core Competencies

- Extensive knowledge of the Baldrige Criteria and evaluation process
- Ability to mobilize volunteers

ARIZONA QUALITY ALLIANCE

AQA – From The Beginning – Cont

Competitive Environment

- 1993 Pioneer Award for Quality
- 1994 Governor's Award for Quality
- 2003 Showcase In Excellence Award - (established as a stepping stone to the larger awards and best practice regarding one particular process in an organization.)
- There were approximately 84 applications in 1993. These were narrowed down to 69 based on meeting eligibility. The Panel of Judges ended up reading 28 State Quality Award applications The four Baldrige examiners who put all of the work into the original award program were Bill Ruch, Janet Fiero, Dennis Sowards and Jim Zurn.

AQA is addressing the decline in awards by:

- Offering short, conveniently-scheduled workshops promoting the value of the award program
- Partnering with other organizations such as the local ASQ Sections, and the local Knowledge Management Forum to promote the awards program
- Marketing efforts utilizing social media tools
- Providing mentorships between small/medium organizations and large, established organizations (e.g., Intel)

Strategic Challenges:

- Loss of volunteers due to economic pressures (down-sizing in our member organizations has resulted in volunteers having less time/flexibility to work with/for AQA).
- Decline in award applications and award volunteers due to the fact that the awards process is too time consuming (for applicants and for examiners). And declining interest in the quality awards programs in general nationally. There has been a lower interest in "TQM/CQI" type programs in general – many companies think they have already done that.
- Loss of members due to budget impacts resulting from the current economic conditions
- Decline in interest in the annual conference – too many events competing for people's time and dollars
- Loss of high visibility executive leadership, i.e. the Governor's Advisory Council on Quality. It also didn't help that the governor who started the council had other political challenges and some executives moved away from association with him.
- Loss of strategic partnership and involvement at the Director level of significant state organizations (e.g., ADOT, ADES, ADOR, …)
- At the time the Arizona award was formed there was real interest in it locally because Motorola had "required" all suppliers to work towards applying for the Baldrige award. Motorola had many suppliers locally and the state award was seen as an acceptable pathway towards Baldrige.
- When AQA was formed it was a perfect storm - there was national and local industry interest in the Baldrige award, a governor who listened to a few business leaders and took action to create a council and encourage private- public sector award, and a feel everywhere that America needed to do continuous improvement. AQA had greater name recognition in the '90s and early 2000s than it does now.
- At one time AQA partnered with Arthur Andersen but that was hurt when that company had major problems.

ARIZONA QUALITY ALLIANCE

AQA – From The Beginning – Cont

Strategic advantages:

- AQA has a highly credible Baldrige-based program with a long history (nearly 20 years)
- AQA can offer training at extremely reduced rates
- Volunteer workforce is highly committed
- By leveraging in-kind services, we are able to operate with very low overhead
- Strength of the award program initially was that it was open to both public and private organization. The governor was very interested in having public sector organizations learn and/or demonstrate that they are doing quality management work.
- AQA represents an organization that crossed professional lines. It is not a chapter of a national association such as ASTD or ASQ.
- The growing interest in healthcare and education in Baldrige type awards is an opportunity.
- AQA is the only organization, tied at the state-level to promote performance competition and recognition
- The AQA office is in the economic hub of the state with major corporations, organizations and state leadership located in the valley
- AQA has ties into most major organizations in the state via our Board of Directors, Members, Board of Examiners, Panel of Judges, and Technical Integrity Council.

Performance Improvement System

- For many years, we had an Improvement Day following each award cycle to debrief
- We survey applicants, award recipients, examiners, and other members of the BOE after each award cycle
- As a result of our evaluation and learning cycle, we decided in 1996 to grant site visits to all applicants in order to provide better feedback reports
- We evaluate all workshops, networking events, plant tours, and conferences
- We utilize electronic tools to increase response rates
- Each year, we review NIST's Baldrige Examiner training materials and make improvements to our training and award process
- We reflect on strengths, weaknesses, opportunities, and threats during our periodic strategic planning process
- The Showcase in Excellence Award is a unique adaptation that allows organizations to be recognized for individual processes. It is a stepping stone approach toward the State Quality Award.

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Gold Sponsors

Laboratory Sciences of Arizona

Sonora Quest Laboratories

Bronze Sponsors

CBIZ MHM

BOEING

Copper Sponsors

TriWest Healthcare Alliance

BlueCross BlueShield of Arizona

An Independent Licensee of the Blue Cross and Blue Shield Association

Scottsdale Healthcare

Partners:

intel

Arizona Manufacturing Extension Partnership MEP

a NIST MEP Network Affiliate

Scottsdale area chamber of commerce

asba

Arizona Capitol Times

azcapitoltimes.com

AQA Mission Statement

The Arizona Quality Alliance is an alliance of organizations that promotes and recognizes performance excellence. To achieve our mission we will:

1. Administer the Performance Excellence Awards Program based on the Malcolm Baldrige Criteria; and annually recognize, showcase, and highlight outstanding achievement in performance excellence.
2. Train individuals to become experts at assessing and evaluating, entire organizations or individual processes - using the Criteria for Performance Excellence.
3. Facilitate programs so organizations can find and implement proven best practices to achieve a competitive advantage.
4. Provide organizations with a comprehensive, cost effective performance analysis with extensive feedback based on the Malcolm Baldrige criteria.
5. Create and deliver cutting edge workshops and seminars that will develop the skills and knowledge of performance excellence professionals.
6. Provide a dynamic environment for professional networking and knowledge sharing.

About Our Organization...

The Arizona Quality Alliance is an alliance of organizations that promotes and recognizes performance excellence.