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Karen L. Shepard
Executive Director

SWAE Highlights:

Letter from the Board Chair  2
2016 SWAE Performance Excellence Program Awards  3
2017 Leadership Award  4
The Value of Belonging  5-6
Sponsorship Levels & Benefits  7
Baldrige Updates  8-9
Blogrige  10-11
Upcoming Workshops & Events  12
Advertising Opportunities  13
SWAE Program Calendar  14
SWAE Mission, Sponsors and Partners  15

Upcoming Events

January 9, 2017 — Board of Overseers Meeting
January 25, 2017 — Board of Directors Meeting
February 6, 2017 — Recognition Banquet for SWAE Award Recipients and Volunteers
February 23, 2017 — Workshop “SWAE Level 3 Application Development Workshop”
March 22, 2017 — Board of Directors Meeting
April 10, 2017 — Board of Overseers Meeting
Letter from the Chair of the Southwest Alliance for Excellence Board of Directors

Happy Holidays! 2016 has been an exciting year at SWAE! New organizations have joined SWAE and a number of them will be honored at our upcoming Performance Excellence Awards Banquet! I hope this note finds you all happy and healthy this holiday season! As, another year comes to an end, it is fitting to sincerely thank our staff and volunteers. Without them, we would not be able to sustain our organization.

The 2016 Performance Excellence Program Award Recipients were recently announced and I am so excited to see 6 organizations that have achieved recognition for 2016. They should be very proud for all that they have accomplished thus far on their Quality Journey and Congratulations!!! I look forward to seeing them at our annual awards event on February 6, 2017 at the Embassy Suites in Scottsdale!!

I hope you all have a wonderful Holiday Season and a Very Happy New Year! Thank you for your continued support of SWAE and your commitment to quality improvement!

Jean Hammelev
Vice President, Quality & PMO
Sonora Quest Laboratories
Laboratory Sciences of Arizona
Jean.Hammelev@sonoraquest.com

“I strongly encourage organization leaders to participate in SWAE. 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
Vice President, Quality & Program Management Office
Sonora Quest Laboratories
Laboratory Sciences of Arizona
Jean.Hammelev@sonoraquest.com
Announcing the Award Recipients of the SWAE 2016 Performance Excellence Program

On December 1, 2016, Southwest Alliance for Excellence (SWAE) announced the six award recipients of the 2016 Performance Excellence Program.

The Performance Excellence Program recognizes organizations for excellence in quality and performance. The program – modeled after the Malcolm Baldrige Award criteria – provides not only an opportunity for recognition, but also valuable feedback on where an organization is positioned on the quality continuum.

Congratulations to our 2016 Performance Excellence Award Recipients:

**Commitment Award:**
- Bristol Global Mobility, Phoenix, AZ
- Montevista Hospital, Las Vegas, NV
- Phoenix Convention Center, Phoenix, AZ
- Scottsdale Medical Imaging, Scottsdale, AZ
- Yuma Regional Medical Center, Yuma, AZ

**Achievement Award:**
- Nathan Adelson Hospice, Las Vegas, NV

“SWAE is proud to continue empowering organizations to pursue performance excellence, improve outcomes and contribute to the economic strength of their community and state. We are proud to continue over two decades of the Performance Excellence Award Program, one of the best methodologies available to develop a higher level of organizational performance.”

--- Karen Shepard, Executive Director of the Southwest Alliance for Excellence

Join us for the 2016 Performance Excellence Program Awards Banquet!

**Date:** Monday, February 6, 2017

**Time:** Luncheon 11:30 AM—1:30 PM

**Location:** Embassy Suites, 5001 N. Scottsdale Road, Scottsdale, AZ 85250

For more information, download our invite or visit [www.swae.org](http://www.swae.org), or contact us at 480-874-5815
Announcing the Finalists for 2017 SWAE Leadership Award

The Southwest Alliance for Excellence is proud to announce the finalists for the 2017 Leadership Award! Click here to read more.

Brian Dalke  
City of Goodyear  
Goodyear, AZ

Jane Dobbs  
Canyon State Credit Union  
Phoenix, AZ

Will LaFollette  
Accumen  
Phoenix, AZ

Join us for the 2016 Performance Excellence Program Awards Banquet!

Date: Monday, February 6, 2017
Time: Luncheon 11:30 AM—1:30 PM
Location: Embassy Suites, 5001 N. Scottsdale Road, Scottsdale, AZ 85250
For more information, download our invite or visit www.swae.org, or contact us at 480-874-5815
"WHAT DO WE WANT OUR ORGANIZATION TO BE? WHAT WILL SUCCESS FOR OUR ORGANIZATION LOOK LIKE?"

Southwest Alliance for Excellence (SWAE) can help you answer these questions and more through our approach to organizational assessment, performance and the development of best practices. As stated by one of our members, “Participation in SWAE will strengthen your organization’s awareness of quality performance and enhance your competitive market position.” If you want your organization to exude excellence and a progressive culture, then it is important to immerse your organization in a community that works toward the same shared vision. Explore all that Southwest Alliance for Excellence has to offer:

WE ARE YOUR TIMELY RESOURCE FOR ACCURATE AND INNOVATIVE INFORMATION

Access to Best Practices – Southwest Alliance for Excellence focuses on:
- Best practices employed by health care, education, government and private sectors.
- Relevant learning opportunities.
- Benchmarking tours and networking opportunities as well as workshops on the Performance Excellence Program.

Tools you can use:
- Review key points from the Baldrige Criteria and Resource Library.
- Visit the Case Studies and Awards portion of the website to find creative solutions and innovative practices.
- Use our e-learning program as a professional development and training tool for your organization.

EVERYONE IN EVERY DEPARTMENT CAN BENEFIT

Your Entire Organization Belongs – Membership in SWAE is unique, in that:
- Every employee in your organization can benefit from SWAE services.
- We support participation of employees at all levels and from all departments.
- We will help you develop and support a culture of excellence throughout your organization.

Tools you can use:
- Contact SWAE to host a personalized forum about the benefits of belonging.
- Register additional staff so they can begin to receive information and participate.

USE SOUTHWEST ALLIANCE FOR EXCELLENCE SERVICES AND YOU WILL SEE THE DIFFERENCE

Tangible Improvements – You can benefit from measurable organizational improvements by:
- Saving money by completing in-house projects with information that SWAE provides.
- Accessing practical ideas, suggestions and programs in use by progressive organizations.
- Replicating and reinventing service improvements used by other organizations.

Tools you can use:
- Participate in the Performance Excellence Program to improve your organization’s processes.
- Attend the Performance Excellence Program Awards Banquet to hear best practices of award recipients that can be implemented in your organization.

CONNECTING MEMBERS IS WHAT WE DO BEST

Knowledge Network of Members – We are made up of a wide network of organizations:
- Members value receiving information as well as sharing their innovative best practices.
- We connect you to organizations that have similar interests.
- Through SWAE Ambassadors, we focus on you as a unique organization.

Tools you can use:
- Sign up for informational e-blasts and newsletters.
- Contact SWAE to be connected to appropriate members and ambassadors.
CONNECTING MEMBERS IS WHAT WE DO BEST

Knowledge Network of Members – We are made up of a wide network of organizations:

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Tools you can use:

- Sign up for informational e-blasts and newsletters.
- Contact SWAE to be connected to appropriate members and ambassadors.

REAP THE BENEFITS!

Membership Rates

<table>
<thead>
<tr>
<th>Size</th>
<th># of Employees</th>
<th>Member Dues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>2-99</td>
<td>$250</td>
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<tr>
<td>Medium</td>
<td>100-500</td>
<td>$500</td>
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<tr>
<td>Large</td>
<td>501-1,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Very Large</td>
<td>1,000+</td>
<td>$1/per employee (maximum of $5,000)</td>
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<tr>
<td>Individual</td>
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<td>$75</td>
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</tbody>
</table>

HOW DO WE JOIN?

Simply complete and return the form below to join today. We’ll do the rest to get you started on the road to performance excellence!

SELECT THE MEMBERSHIP TYPE: ☐ Small ☐ Medium ☐ Large ☐ Very Large ☐ Individual

Organization__________________________________________# of Employees
Contact Person________________________CEO/Highest Official________________________
Address____________________________City/State/Zip______________________________
Phone______________________________ext.____Fax______________________________

Email_________________________Company Web Site ________

METHOD OF PAYMENT: ☐ Check ☐ AMEX ☐ MasterCard ☐ Visa

(Make checks payable to Southwest Alliance for Excellence; there is a 5% service fee for credit card payments)

Card Number______________________________Exp. Date________Sec. Code________

Name on Card____________________________Signature________________________
The Southwest Alliance for Excellence (SWAE), a 501(c)(3) non-profit organization, has many opportunities for organizations to be recognized and participate—through our events, programs and activities we involve thousands of people each year. Each email we send out gets distributed to over 2000 people. Our membership is active in our offerings, as are many other interested parties.

The opportunities are there—and SWAE wants to provide you with those that you desire, in addition to allowing you to be able to plan your marketing and participation efforts from the outset.

*SWAE is a non-profit corporation under IRS code 501(c)(3). Sponsorships may be a business expense; check with your financial advisor for info.*
November 17, 2016

2016 Baldrige Award to Small Businesses and Health Care Providers

Washington—U.S. Commerce Secretary Penny Pritzker

Today named four organizations as the 2016 recipients of the Malcolm Baldrige National Quality Award, the nation’s highest Presidential honor for sustainable excellence through visionary leadership, organizational alignment, systemic improvement and innovation. This year’s recipients—two small businesses and two healthcare providers—represent four states, including the first awardee from Idaho; and feature four distinctly different operations, including the first winner ever from the long-term care and rehabilitation field and the first awardee from the textile industry since 1989.

The 2016 Baldrige Award recipients—listed with their category—are:

- **Don Chalmers Ford** (https://www.nist.gov/baldrige/don-chalmers-ford), Rio Rancho, New Mexico (small business)
- **Momentum Group** (https://www.nist.gov/baldrige/momentum-group), Irvine, California (small business)
- **Memorial Hermann Sugar Land Hospital** (https://www.nist.gov/baldrige/memorial-hermann-sugar-land-hospital) Sugar Land, Texas (health care)

“This year’s honorees are trailblazers in innovation, small business, health care and sustainable textiles. Their visionary leadership is helping to power the economy and increase our ability to compete globally,” said Secretary Pritzker. “The Commerce Department proudly supports these four outstanding organizations for their unwaivering commitment to performance excellence and their dedication to always reaching higher.”

Continue reading...
Baldrige Updates

2017 Harry S. Hertz Leadership Award

December 15, 2016

Baldrige Foundation Names 2017 Harry S. Hertz Leadership Award

Washington—The Baldrige Foundation announced the recipient of the 2017 Harry S. Hertz Leadership Award is Mary Searcy Bixby, Founder, President and CEO of The Charter School of San Diego (CSSD). CSSD was a recipient of the Malcolm Baldrige National Quality Award in 2015.

"Mary is a true leader in the education field in California and throughout the country," said Al Faber, President and CEO of the Baldrige Foundation. "She and her team have built a world-class education organization which is transforming the lives of thousands of at risk students."

"It is humbling to receive an honor that is so much a result of our team's work. Serving students in the manner they deserve is the result of lots of people striving for high quality performance each and every day," Bixby said. Continue reading on the Foundation website...

2017-2018 Baldrige Excellence Framework and Criteria (Business/Nonprofit)

December 15, 2016

The Baldrige Performance Excellence Program has released the 2017-2018 Baldrige Excellence Framework (Business/Nonprofit). The 2017–2018 Baldrige Excellence Framework (Education) and 2017–2018 Baldrige Excellence Framework (Health Care) will be released in mid-January 2017. All three versions include the Baldrige Criteria for Performance Excellence, core values and concepts, and guidelines for evaluating your organization's processes and results.

Revisions to the Baldrige Excellence Framework, as with previous editions, aim to reflect the leading edge of validated leadership and performance practice.

The 2017-2018 Baldrige Criteria feature a renewed focus on

- managing all of the components of your organization as a unified whole;
- managing cybersecurity risks to data, information, and systems; and
- understanding the role of risk management within a systems perspective of organizational performance management.

Continue reading...
Ten Blogs about Leadership (and the Baldrige Excellence Framework)

Posted by Christine Schaefer

Baldrige staff bloggers are busy this season! We are finalizing the 2017-2018 Baldrige Excellence Framework, the 2017 Examiner Application, the 2017 Baldrige Award Application Forms (online), communications for the forthcoming Baldrige Award recipients, feedback reports for the 2016 … Continue reading →

Dr. Katherine Gottlieb speaking at the 2015 Harry S. Hertz Leadership Award ceremony

Ten Blogs about Innovation (and the Baldrige Excellence Framework)

Posted by Christine Schaefer

Given that managing for innovation is a core concept and value of the Baldrige Excellence Framework, today I’ve aggregated ten of the most popular blogs Baldrige staff members have written in recent years about this concept. Following is … Continue reading →

Ten Blogs about Customer Engagement (and the Baldrige Excellence Framework)

Posted by Christine Schaefer

Customer-focused excellence is one of the 11 core concepts and values of the Baldrige Excellence Framework (which includes the Criteria for Performance Excellence). What’s more, “Customer Engagement” is the title and focus of a section (item 3.2) of the Baldrige Criteria … Continue reading →
Cyber Security Risk Management: What Should We Be Talking About

*Posted by Dawn Marie Bailey*

Disrupting, destroying, or threatening the delivery of an organization’s essential services—no matter what industry they are in—can be mitigated by chief information officers following six steps—among them elements that are in complete alignment with the … [Continue reading]

Someplace Between Your Past and Your Future

*Posted by Dawn Marie Bailey*

In a recent Hospitals and Health Networks article, Dan Beckham writes, You can’t figure out where you’re headed unless you first determine where you are. And where you are is someplace between your past and … [Continue reading]

The Jobs of the Future: How Can We Help?

*Posted by Dawn Marie Bailey*

The Baldrige Program was created to help manufacturers be more competitive, and it has endorsed Manufacturing day for years, doing what it can to help connect Baldrige community members, especially schools, with manufacturers and to promote… [Continue reading]

Where to Find Happy Employees

*Posted by Dawn Marie Bailey*

The 30th annual QP Salary Survey, which appears in the December 2016 issue of ASQ’s Quality Progress, contains evidence that “an organization that pays attention to quality seems likelier to have happy employees.” In particular, one table, “Likelihood … [Continue reading]
Upcoming Workshops & Events

“SWAE Level 3 Application Development Workshop”

Our goal is to make it easier for you to prepare a well-written SWAE Level 3 or 4 Application!

**Workshop Date:** February 23, 2017  
**Time:** 8:00 AM—5:00 PM  
**Instructor:** John Van Gorkom, Managing Director of VG Strategies LLC  
**Location:** Phoenix Metro Area (specific location TBA)  
**Cost:** $700 for SWAE Members /$850 for Non-Members  
(includes up to three people from the same organization)  
**Early Bird Registration:** by January 31, 2017 $600 for Member Organization / $750 for Non Member Organization

For additional information [click here](#)

[Registration Form](#)
SWAE Quarterly Newsletter
Advertising Opportunities & Reservation Form

Promote Your Business

Looking for a way to expand your reach to other business professionals for a low cost? Consider purchasing ad space in the Southwest Excellence Quarterly—the Southwest Alliance for Excellence quarterly e-newsletter! Advertising opportunities start at $75.

Name: __________________________________________ Title: __________________________________________

Company: ______________________________________________________________________________________

Address: __________________________________________ City: ___________________ State: _____ Zip: ______

Telephone#: __________________ Fax#: _________________________________________________________________

E-Mail address: ________________________________________________________

Advertising Rates

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<td>(color)</td>
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<tr>
<td>Quarter Page</td>
<td>(color)</td>
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</tr>
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<td>(color)</td>
<td>3 ½ X 2</td>
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</table>

Method of Payment:  □ Check—Please make payable to “SWAE” and send with this form to:
Southwest Alliance for Excellence, 3961 E. Chandler Blvd, #111-334
Phoenix, AZ 85048

□ Credit Card (A 5% service fee will be charged for credit cards)

Credit Card Type:  □ Visa  □ Master Card  □ Amex

Credit Card Number: ____________________________ Exp. Date: _____ Sec. Code: _____ Zip Code: ______

Name on Card: ____________________________ Signature: ____________________________

For Payment by Credit Card: You can email this form to kshepard@swae.org or call (480) 874-5815.

For more information, visit www.swae.org or call 480-874-5815.
<table>
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<tr>
<th>Date</th>
<th>Who</th>
<th>Where</th>
<th>Task/Item</th>
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<tbody>
<tr>
<td>Feb 23</td>
<td>Applicants</td>
<td>Phoenix Metro Area</td>
<td>Workshop – SWAE Level 3 Application Development Workshop</td>
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<tr>
<td>May 5</td>
<td>Applicants</td>
<td>SWAE Office</td>
<td>Completed Intent to Apply forms due</td>
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<tr>
<td>May 12</td>
<td>Potential Examiners</td>
<td>SWAE Office</td>
<td>Examiner Applications Due for Performance Excellence Program</td>
</tr>
<tr>
<td>May 22</td>
<td>All Examiners*</td>
<td>SWAE Office</td>
<td>Pre-work for Examiner Training sent out – mandatory for all examiners bring completed to training on June 5</td>
</tr>
<tr>
<td>June 5, 6 &amp; 7</td>
<td>All Examiners*</td>
<td>DVUSD, Phoenix, AZ</td>
<td>Examiner Training - Intro, Stage 1, 2 &amp; 3</td>
</tr>
<tr>
<td>June 9</td>
<td>All Examiners*</td>
<td>SWAE Office</td>
<td>Pre-work for Examiner Training sent out – mandatory for all examiners bring completed to training on June 26</td>
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<tr>
<td>June 26, 27 &amp; 28 (tentative)</td>
<td>All Examiners*</td>
<td>TBD, Las Vegas, NV</td>
<td>Examiner Training- Intro, Stage 1, 2 &amp; 3</td>
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<tr>
<td>July 10</td>
<td>Applicants</td>
<td>SWAE Office</td>
<td>Completed Awards Applications due</td>
</tr>
<tr>
<td>July 10-14</td>
<td>SWAE</td>
<td>SWAE Office</td>
<td>Selection of Examination Teams, Leads, &amp; Mentors</td>
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<tr>
<td>July 12</td>
<td>Lead Examiners &amp; SWAE</td>
<td>Webinar</td>
<td>2-3 hours Lead &amp; Software Training; Site Visit Responsibilities; and initial applicant contact</td>
</tr>
<tr>
<td>July 13</td>
<td>Examiners</td>
<td>Webinar</td>
<td>SBN JIT Training for Independent Review</td>
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<tr>
<td>July 14</td>
<td>SWAE</td>
<td>Webinar</td>
<td>Distribute applications and supporting materials to examination teams</td>
</tr>
<tr>
<td>July 19</td>
<td>Mentors</td>
<td>Webinar</td>
<td>Mentor Training Webinar (1:00-3:30)</td>
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<td>July 15 - Aug 6</td>
<td>Examiners *</td>
<td>SWAE Office</td>
<td>Stage 1 - Independent Review of Applications</td>
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<tr>
<td>Aug 2</td>
<td>Applicants</td>
<td>TBD</td>
<td>Workshop – “How to Prepare for a Site Visit” (1:00pm-3:30pm) - Sandy</td>
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<td>Aug 3</td>
<td>Examiners</td>
<td>Webinar</td>
<td>SBN JIT Training Consensus</td>
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<tr>
<td>Aug 7 – Sept 10</td>
<td>Examiners &amp; Mentors</td>
<td>Webinar</td>
<td>Examiners Stage 2 – Team Meeting (1-2 days) &amp; Consensus report completed</td>
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<tr>
<td>Aug 31</td>
<td>Examiners</td>
<td>Webinar</td>
<td>SBN JIT Training Site Visit</td>
</tr>
<tr>
<td>Sep 11</td>
<td>Lead Examiners</td>
<td>SWAE</td>
<td>Consensus scorebooks &amp; scoring sheets with mentor review due</td>
</tr>
<tr>
<td>Sep 10-15 or 22</td>
<td>Examiners &amp; Mentors</td>
<td>SWAE</td>
<td>Site Visit Preparation</td>
</tr>
<tr>
<td>Sep 18-22 &amp; Sep 25-29</td>
<td>Examiners/Mentors/ Applicant</td>
<td>SWAE</td>
<td>Stage 3 - Site Visits completed (Site Visit time based on applicant type)</td>
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<tr>
<td>Oct 13</td>
<td>Examiners</td>
<td>SWAE</td>
<td>Draft Feedback Reports with mentor review due</td>
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<tr>
<td>Oct 20</td>
<td>Judges</td>
<td>TBD</td>
<td>Panel of Judges Training</td>
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<tr>
<td>Nov 6</td>
<td>Judges</td>
<td>TBD</td>
<td>Stage 4 - Panel of Judges Meeting</td>
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<td>Nov 7 – 20</td>
<td>Judges &amp; Lead Examiners</td>
<td>SWAE</td>
<td>Finalize feedback report</td>
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<td>Nov 13-20</td>
<td>SWAE</td>
<td>SWAE</td>
<td>Stage 5 - Final Due Diligence conducted</td>
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<tr>
<td>Nov 20</td>
<td>Lead Examiners</td>
<td>SWAE</td>
<td>Final Feedback Reports due</td>
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<td>Nov 27 – Dec 1</td>
<td>SWAE</td>
<td>SWAE</td>
<td>Applicants notification of selection/non-selection</td>
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<td>Dec 4</td>
<td>SWAE</td>
<td>SWAE</td>
<td>News Release distributed reporting Recipients</td>
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<tr>
<td>Nov 20 – Dec 10</td>
<td>SWAE</td>
<td>SWAE</td>
<td>Editing of feedback reports</td>
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<tr>
<td>Mid Dec TBD</td>
<td>SWAE</td>
<td>SWAE</td>
<td>Feedback Reports provided to all applicants</td>
</tr>
<tr>
<td>Jan/Feb. 2018</td>
<td>SWAE</td>
<td>TBD</td>
<td>Recognition Banquet for Recipients and Volunteers</td>
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</table>
Southwest Alliance for Excellence—formerly Arizona Quality Alliance—is a non-profit corporation that advances improvement and excellence in organizations, communities and individuals. To achieve our mission we will:

1. Administer the Performance Excellence Awards Program based on the Malcolm Baldrige Criteria; and annually recognize, showcase & 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 relevant workshops, benchmarking tours and seminars that will develop the skills and knowledge of performance excellence professionals.

6. Provide a dynamic environment for professional networking and knowledge sharing.

Thank You to Our Sponsors!

Gold Sponsor

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Laboratory Sciences of Arizona

Bronze Sponsors

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MONTEVISTA HOSPITAL

Copper Sponsor

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MHM

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OAQI

ASQ

ASBA

ARIZONA TECHNOLOGY COUNCIL

ARIZONA OCTAVE

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MORESTEAM.COM

SCOTTSDALE CHAMBER OF COMMERCE

TPMG

“Helping You Make It Happen”

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