

Southwest Excellence Quarterly

Spring 2018

Volume 10, Issue 1

Serving Arizona, Nevada & Utah



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SWAE Highlights:

<u>Letter from the Board Chair</u>	2
<u>Performance Excellence Program Award Banquet</u>	3
<u>Meet SWAE New Board Members</u>	4
<u>2018 SWAE Board of Overseers</u>	5
<u>Apply to the Performance Excellence Program</u>	6
<u>Become an Examiner</u>	7
<u>Value of Belonging</u>	8-9
<u>Baldrige Express</u>	10
<u>Level 1 and Process Level Applications</u>	11
<u>Baldrige "Blogrige"</u>	12-13
<u>Baldrige Coach</u>	14
<u>Upcoming Workshops and Webinars</u>	15
<u>Advertising Opportunities</u>	16-17
<u>SWAE Program Calendar</u>	18
<u>SWAE Mission & Sponsors and Partners</u>	19

Upcoming Events

April 11 — 60 Minute Webinar on "Workforce"
April 16—Board of Overseers Meeting
April 18 — Yellow Belt Workshop
May 1 —Process Improvement Workshop
May 4—Intent to Apply Forms Due from Applicants
May 11—Examiner Applications Due
May 14—Board of Overseers Meeting
May 16—60 Minute Webinar on "Results"
May 30—Board of Directors Meeting
June 5,6 & 7—Examiner Training in Nevada
June 19,20 & 21—Examiner Training in Phoenix



Carl F. Herring, III
Manager III,
Quality Assurance
Engineering
Raytheon Missiles
Systems

"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

Letter from the Chair of the Southwest Alliance for Excellence Board of Directors

Greetings! It is a great honor that I have been selected as the Chairman of the Board for SWAE. I want to thank Jean Hammelev for her leadership and guidance as the Chairman for the last twelve years. Under her leadership, we have seen the organization change from the Arizona Quality Alliance to the improved alliance now covering three states. Thank you, Jean.

My Performance Excellence journey began as an early career Quality Engineer at Texas Instruments in Lewisville, Texas. The organization's pursuit of the Malcolm Baldrige National Quality Award (MBNQA) was introduced as the newest goal for the year. We didn't win until after three applications but I saw real, substantive changes in the way we ran our business after each. I still carry the MBNQA key chain with me.

Shortly after the win, I became an examiner for the Texas Quality Award Program to do my part to inform other organizations of this excellent program. When I relocated to Kentucky, I became an examiner, and later a lead, in my "spare time" to help other organizations improve.

I am excited to be in this role with SWAE as I see the potential of this organization and the Performance Excellence process to drive real improvements if organizations embrace the journey. It is the journey toward excellence that makes the difference.

This journey does not end at the award banquet. It continues as you share what you have learned and how you can get your partners, suppliers, or other organizations in your community involved in the journey and SWAE!

Carl F. Herring, III CQE, CQM/OE
Manager III, Quality Assurance Engineering
Raytheon Missile Systems



**SOUTHWEST
ALLIANCE for
EXCELLENCE**

PERFORMANCE EXCELLENCE PROGRAM

The Southwest Alliance for Excellence (SWAE) Performance Excellence Program recognized three organizations on February 6, at the Program’s annual Awards Ceremony. The banquet was held at the Dragon Ridge Country Club in Henderson, NV.



Types of Awards

Organization Level Awards—Level 4 is modeled after the Malcolm Baldrige National Quality Award and based on the Baldrige criteria. *The Pinnacle Award for Excellence* recognized organizations that have mature and fully deployed quality systems within their operations, that demonstrate a commitment to continuous improvement and have a sustained significant record of performance. *The Pioneer Award for Excellence* recognizes organizations that demonstrate effective, systematic

approaches that are aligned with the organizational needs. *The Category Award* recognized organizations in one or more of the six Baldrige process categories. The organization will achieve recognition based on its performance in that category and the results related to that performance.

Tiered Organizational Levels 1, 2 & 3

Level 1—Beginning Level—Interest with Coaching (*Recognition*)

Level 2—Intermediate Level—*Commitment Award*

Level 3—Advanced Level—*Achievement Award*

Award

Process Level Award—The *Showcase in Excellence Award* recognizes a team for one specific process that could be innovative or a cutting-edge approach.

Recipients for the 2017 Performance Excellence Program are:

Organization Category Award: City of Henderson, NV (Category 1 “Leadership” & Category 5 “Workforce”)

Organization Category Award: Nathan Adelson Hospice, Las Vegas, NV (Category 5 “Workforce”)

Achievement Award: Yuma Regional Medical Center, Yuma, AZ



Leadership Recipient & Examiners are Honored with Recognition Awards

The recipient of the SWAE 2018 Leadership Award: **Amanda Goodson**, Senior Manager, Program Management Excellence, Accelerating Talent Office of Raytheon Missile Systems, Tucson, AZ was announced at the Award Banquet. The “Examiner of the Year” was **Courtney Ophaug**, Banner Health, the “Lead Examiner of the Year” was **Regan City**, SW Diagnostic Imaging and the “Rookie Examiner of the Year” was **Hillary Conroy**, UOP.

Amanda Goodson, 2018 SWAE Leadership Award Recipient

Meet SWAE's Newest Board Members

SWAE is proud to welcome our **newest** members to the Board of Directors: **Wayne Haggstrom**, MSSBTA, Phoenix, AZ; **Derrick Johnson**, Accumen, Phoenix, AZ; **Jeremiah Scott**, Arizona State Retirement System, Phoenix, AZ; and **Kara Westerfield**, Nathan Adelson Hospice, Las Vegas, NV.

*Congratulations to **Carl F. Herring, III** on being elected as the new **SWAE Chair of the Board**. See his welcome letter on [page 2](#).*



Wayne Haggstrom
MSSBTA, Phoenix, AZ



Derrick Johnson
Accumen, Phoenix, AZ



Kara Westerfield
Nathan Adelson Hospice, Las Vegas, NV



Jeremiah Scott
Arizona State Retirement System
Phoenix, AZ

A full list of our Board members can be found [here](#) on our website.

SWAE Board of Overseers

"I count my service on the SWAE Board of Examiners as the single most effective professional development pursuit I've ever undertaken. There is no comparable opportunity I know of for learning Baldrige performance excellence principles and for seeing firsthand how other organizations pursue performance excellence than serving as an examiner. I can say without hesitation that I'm more effective in my job because of my examiner service, and that my application of knowledge and insights gained has contributed to measurable improvements in my own organization's performance."

Joe Tate, Director Program & Policy Implementation
University of Phoenix

The Board of Overseers (BOO) is comprised of quality and performance professionals from our communities. This dedicated group of volunteers provides the foundation for the 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.



Photo: **Karen Shepard** (SWAE Executive Director), **Deborah Aders, AZ**, **Polly Walker, NV** and **Carl Herring, III** (SWAE Board of Directors Chair),

We would like to introduce to you the continuing members of the 2018 BOO:

Deborah Aders, Yuma Regional Medical Center

Carla Carter, Carla Carter & Associates

Amanda Freeman, City of Mesa

Erica Gibbons, Banner Health, AZ

Stacy Harley, Scottsdale Medical Imaging

Heather Mock, Deer Valley School District

Robert Mitchell, AZ

Courtney Ophaug, Banner Health, AZ

Joe Tate, University of Phoenix, AZ

Polly Walker, City of Henderson, NV

For More Information

Additional information about the Performance Excellence Program, the Board of Overseers, the Board of Examiners, and more is available on our website at: www.swae.org or by calling 480-874-5815.

Encourage Organizations to Apply for the Performance Excellence Program

In applying for the Performance Excellence Program, organizations take a major step to improve their 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 program results 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.swae.org/award-program.html>

There you will find the Intent to Apply & Eligibility Form along with the applications, criteria and guidance for our Organization Level and Process Level Awards. The deadline for the Intent to Apply form is **May 4, 2018**, and completed applications are due by **July 9, 2018**.

Should you have any questions, please don't hesitate to contact the Southwest Alliance for Excellence office at 480-874-5815 or email Sandy Kube at skube@swae.org.

Performance Excellence Program Schedule/Deadlines

Date	Location	Item
May 4	SWAE Office	Intent to Apply Forms Due
May 11	SWAE Office	Examiner Applications Due
June 5, 6 & 7	TBD Nevada * If necessary	Board of Examiner Training
June 19, 20 & 21	Deer Valley Unified School District Phoenix, AZ	Board of Examiner Training
June 27	Webinar	Lead Training & Lead Software Training
June 28	Webinar	Examiner Training on Score- book Navigator software
July 9	SWAE Office	Completed Award Applications Due

“SMIL’s commitment to Quality and Process Improvement for our business has moved our organization forward to achieve great past success. However, our driving quest for continual improvement led us to use the Baldrige criteria to perform a gap analysis and participate in the SWAE process to determine our practice method effectiveness and where we need to focus more energy for further progress in reaching our goals. Through this process and valuable feedback we were able to determine new paths to explore for improvement efforts in a systematic approach which will allow for further change and advancement allowing our goals to be greater reaching creating a bigger impact for those we serve.”

Jessica Montgomery,
Chief Operating Officer
Scottsdale Medical
Imaging

Now Seeking Examiners for the 2018 Performance Excellence Program

Southwest Alliance for Excellence is proud to announce the 2018 Performance Excellence Program is underway! We are offering the opportunity for you to be trained and serve as a member of the [SWAE 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 companies in Arizona, Nevada and Utah
- 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 11, 2018** for the 2018 program. Examiners who have previously served must re-apply each year.

Notification will be emailed to all Potential Examiners by May 17, 2018, indicating their selection status.

“Becoming a SWAE Examiner is the best life long professional development that I have participated in. The process tested and improved my critical thinking, communication, and collaboration skills. I know what ‘Excellence’ looks like and the questions to answer to get there.”

— Julie Chelius,
Deer Valley Unified
School District

“My experience as an Examiner utilizing the Baldrige Criteria methodology, not only helped me better understand institutional best practices, but taking a holistic systematic approach to process improvement in my everyday life—personal and professional. The process from start to finish, was an eye-opening experience to how best-in-class processes are dreamed, created, and implemented in the business environment.”

— Eric Dudley,
U-Haul

The Value of Belonging...

"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 measureable 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.

The Value of Belonging...

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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- We connect you to organizations that have similar interests.
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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

Size:	# of Employees:	Member Dues:
Small	2-99	\$250
Medium	100-500	\$500
Large	501-1,000	\$1,000
Very Large	1,000+	\$ 1/per employee (maximum of \$5,000)
Individual Membership:		
	N/A	\$75

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 _____



PERFORMANCE EXCELLENCE PROGRAM

Baldrige Express Survey

Are your improvement steps working?

When you take steps to better your organization, you need to know if your efforts are working. But figuring that out can be easier said than done.

Southwest Alliance for Excellence is pleased to partner with the Alliance for Performance Excellence to offer Arizona, Nevada and Utah 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 your organization, combining the benefits of survey speed with the accuracy and completeness of a written narrative.

[Click here to view additional information on Baldrige Express.](#)



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Level 1 Applications are Accepted Year Round!

Level 1 applications are accepted throughout the year. There is no need to wait for the Performance Excellence Program cycle to submit your application.

Level 1 is an introductory or interest level application with coaching. Applicants will have their Leadership Team participate in a [SWAE "Baldrige 101" Workshop](#) to discuss common vocabulary of the Baldrige Criteria, help define key business factors, and answer questions in the Organizational Profile (OP). During the workshop, through interactive exercises, your team will answer some of the OP questions. This activity will provide the team with a head start on their organization's 5 page OP. After completing and submitting an OP the team will receive a written feedback report from their Coach and the opportunity to discuss next steps for the organization.

Process Level Applications *NOW Accepted Only During Performance Excellence Program (PEP) Cycle (previously accepted year round)*

A Process Level application is accepted only during the Performance Excellence Program cycle. This type of application provides an opportunity for an organization to receive a four hour site visit and feedback report for a single process. The Showcase in Excellence Award recognizes a team for one specific process that could be innovative or a cutting-edge approach. It may be used as a role model or result in exceptional performance or it could also be a routine process performed in an extraordinary manner. This application provides an opportunity for participation from organizations even if they have been involved at the [Organizational Levels 1, 2, 3 or 4](#).

If you have questions on the Level 1 or Process Level Application please call the **SWAE** office at 480-874-5815 or email Sandy Kube at Skube@swae.org

Lean Six Sigma Green & Black Belt

The best Lean Six Sigma courses available—[Click here for more information](#)

This is an engaging, hands-on class where you will learn and practice applying the tools of Lean Six Sigma.

Upon completion, you will:

- Have confidence leading and facilitating process improvement or project teams.
- You will have a complete understanding of Lean Six Sigma, the impact it has on organization excellence, and the knowledge to speak intelligently about process improvement.
- You will be prepared to pass accredited AALSSC certification exam. (included with tuition) See www.aalssc.org for more information.

Upcoming 2018 classes:

April 9-13—Green
May 7-11—Green
May 14-18—Black

Class Location:

DeVry University—Henderson
2490 Paseo Verde Parkway, Suite 150
Henderson, NV 89074

Cost: \$1500—Green

\$2000—Black



[Measure What You Treasure, Advises Baldridge Award-Winning School District](#)

By Christine Schaefer

A School District Embeds Quality Processes into its DNA

Why is it beneficial for a school district—as much as for organizations in other sectors—to establish systematic processes across its operations and continuously measure performance?

Having “quality processes that are embedded and part of the organization’s DNA” is the top benefit of using the Baldridge Excellence Framework, according to Pewaukee (WI) School Chief Information and Technology Officer Amy Pugh.

...[Read more](#)



[How to Get Involved with Baldridge Communities of Excellence](#)

By Christine Schaefer

From Backyard Conversation to Engaged Communities



[Communities of Excellence 2026](#) has come a long way [since it was conceived](#) in a backyard conversation among two leaders of [Baldridge Award-winning organizations](#) several years ago.

Today, the organization counts ten very different communities across the country engaged in pilot efforts to strengthen the long-term economic vitality of U.S. communities through cross-sector, collaborative use of the

...[Read more](#)

[The Baldridge Award-Winning University or the Runaway Elephant?](#)

By Christine Schaefer

Take your pick of two stories here: how the [University of Wisconsin-Stout](#) continues modeling key concepts of the [Baldridge Excellence Framework](#) since winning the nation’s most prestigious award for organizational excellence 17 years ago. Or how an elephant ended her escape from the zoo at the campus of the high-performing university—perhaps also inspired to take a journey to excellence.

If you’re eager to find out about the elephant,

...[read more](#)





What We Learned from Baldrige Cybersecurity that Could Help You

By Dawn Bailey

“My organization is absolutely prepared and solid when it comes to cybersecurity issues and requirements.” . . . Well, actually, this might not be a statement that many of us are comfortable making.

Instead, one health care system is exploring and sharing what it has done to address cybersecurity, including the lessons that it has learned that might be of value to organizations in...[Read more](#)



What You Can Learn from a Baldrige Award-Winning Credit Union

By Christine Schaefer



Four years ago, Elevations Credit Union (ECU) became the first nonprofit financial services organization to win a Baldrige Award. According to ECU Senior Vice President of Analytics & Innovation Pete Reicks, the Boulder, CO-based, organization began its “journey to align and integrate the organization to the...[Read more](#)

Top Tips for Preparing Tomorrow’s Leaders

By Dawn Bailey

With more and more Baby Boomers quickly reaching retirement age, the Forbes Coaches Council recently released its top tips for preparing the next generation of leaders. Its number one tip: plan ahead.

The council’s guidance aligns with succession planning in the Baldrige Excellence Framework, which probes how an organization manages career progression for...[read more](#)



**BALDRIGE
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BALDRIGE IN BRIEF
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Can Humility Lead to Excellence?

We have the privilege of working with many great clients. I have to admit, though, that some of our favorites are in long-term care. We've noticed that the leaders of some of the best long-term care facilities are unaware of how exceptional they are. It isn't false humility. They simply assume that what they do and what their centers accomplish is the norm. They couldn't be further from the truth.

We point out how their results compare favorably with other top performers, and they still aren't satisfied that they're as good as they could be. Contrast this with some other potential clients who have come to us because they want to win an award. Almost invariably, their leaders have an inflated view of how good their organizations are. When we point out how their results compare unfavorably with top performers, they offer a variety of excuses for why they aren't able to achieve similar performance.

Frankly, we don't buy any of their excuses. We've had exceptional clients in long-term care from tiny rural areas and from impoverished neighborhoods in large cities. Some are stand-alone centers while others are part of a large chain. Some are for-profit and others not-for-profit. Some have fancy, new facilities while others are making due with facilities built 50 years ago. Some focus on private pay and Medicare while others manage with a resident population almost exclusively covered by Medicaid. If none of these are predictive factors of excellence in long-term care, what is?

We've identified 10 characteristics of our clients who provide exceptional long-term care, and they all require the commitment of the senior leaders.

Senior leaders:

1. Personally role model the mission, vision, and values of the organization.
2. Acknowledge when they make a mistake, apologize, and work to prevent a recurrence.
3. Demonstrate a relentless focus on continuous improvement, regardless of any awards or recognition their organization has received.
4. Instill pride in their workforce about the importance of providing excellent customer service.
5. Put energy into developing strong hiring, recruitment, and retention processes to minimize staff turnover.
6. Prove their commitment to lifelong learning through continuing in their own development and investing in the development of their employees.
7. Celebrate small wins and provide meaningful recognition.
8. Involve their workforce in improving their work by training them in problem-solving tools and the use of data for fact-based decisions.
9. Leverage those skills in making proactive improvements instead of only addressing problems.
10. Participate in quality award programs for the value of the objective feedback received.

How would you rate yourself and your senior leaders on these characteristics? How could a focus in one or more these areas help move your organization toward excellence?



Pointed Toward Excellence

Upcoming Workshops & Webinars

Date	Workshop Name	Presenter
April 11	Cat. 5 - Workforce (<i>Webinar</i>)	Rosamari McNulty Nathan Adelson Hospice
April 18	Yellow Belt Six Sigma (Face-to-Face)	Gerald Taylor, The Performance Management Group
May 1	Identifying, Documenting, and Improving Processes (Face-to-Face)	Heather Mock, Deer Valley Unified School District Sandy Kube, SWAE
May 16	Cat. 7 - Results (<i>Webinar</i>)	Stacy Harley, Scottsdale Medical Imaging
June 5,6 & 7	Examiner Training—Nevada (if necessary)	TBD*
June 19, 20 & 21	Examiner Training—Phoenix	TBD*

* Trainers to be determined

If you have questions regarding any of the workshops or webinars please call the **SWAE** office at 480-874-5815 or email Sandy Kube at Skube@swae.org

Additional information can be found at WWW.SWAE.ORG



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Thank You to AZ Tech Council

Southwest Alliance for Excellence (SWAE) would like to publicly recognize and thank the Arizona Technology Council for giving us a "home" for the last 6+ years. We especially want to thank Steve Zylstra, President & CEO, for donating office space and infrastructure to SWAE. We greatly appreciate the Arizona Technology Council's generosity and the wonderful dynamic we have with their staff.



About the Arizona Technology Council

The Arizona Technology Council is Arizona's premier trade association for science and technology companies. Recognized as having a diverse professional business community, Council members work towards furthering the advancement of technology in Arizona through leadership, education, legislation and social action. The Arizona Technology Council offers numerous events, educational forums and business conferences that bring together leaders, managers, employees and visionaries to make an impact on the technology industry. These interactions contribute to the Council's culture of growing member businesses and transforming technology in Arizona.

To learn more about the Arizona Technology Council, please visit www.aztechcouncil.org.

SPONSORSHIP LEVELS & BENEFITS

-  Copper Level
-  Bronze Level
-  Silver Level
-  Gold Level
-  Platinum Level
-  Diamond Level

[Click here for Sponsorship Benefits](#)

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.*



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

	<i>Ads should be in PDF or JPEG</i>	Sizes	Prices
<input type="checkbox"/> Full Page	(color)	7 ½ X 9 ¾	\$550
<input type="checkbox"/> Half Page Horizontal	(color)	7 ½ X 4 ¾	\$300
<input type="checkbox"/> Quarter Page	(color)	3 ¼ X 4 ¾	\$150
<input type="checkbox"/> Business Card	(color)	3 ½ X 2	\$75

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.

2018 Program Calendar

Date	Who	Where	Task/Item
May 4	Applicants	SWAE Office	Completed Intent to Apply forms due
May 11	Potential Examiners	SWAE Office	Examiner Applications Due for Performance Excellence Program
May 18	All Examiners (Nevada training)		Pre-work for Examiner Training sent out – mandatory for all examiners bring completed on June 4
May 22 9:30 -11:30 AM	All Examiners attending Nevada training	Webinar	Introductory Examiner Training **if necessary
*June 5, 6 & 7 7:30 AM – 5 PM	All Examiners trained in Nevada	TBD Nevada	Examiner Training – Stage 1, 2 & 3 In person only **if necessary
June 1	All Examiners (Phoenix training)		Pre-work for Examiner Training sent out – mandatory for all examiners bring completed on June 19
June 4 9:30 - 11:30 AM	All Examiners attending Phoenix training	Webinar	Introductory Examiner Training
*June 19, 20 & 21 7:30 AM – 5 PM	All Examiners trained in Phoenix	DVUSD Phoenix, AZ	Examiner Training- Stage 1, 2 & 3
June 27 1:30-4:30 PM	Lead Examiners & SWAE	Webinar	2-3 hours Lead & Software Training; Site Visit Responsibilities; and initial applicant contact
June 28 1:30-3:30 PM	All Examiners including Leads	Webinar	SBN JIT Training for Independent Review
July 9	Applicants	SWAE Office	Completed Awards Applications due
July 9-11	SWAE		Selection of Examination Teams, Leads, & Mentors
July 11	SWAE		Distribute applications and supporting materials to examination teams
July 12 1:00-3:30PM	Mentors	Webinar	Mentor Training Webinar
July 12 – Aug 6	Examiners		Stage 1 - Independent Review of Applications
Aug 2	All Examiners & Leads 9:30-10:30; Leads only 10:30-11:30	Webinar	SBN JIT Training Consensus
Aug 6 – Sept 9	Examiners & Mentors		Examiners Stage 2 – Team Meeting (1-2 days) & Consensus report completed
Aug 8 1:00-3:30 PM	Applicants	TBD	Workshop – “How to Prepare for a Site Visit” - Sandy
Aug 30	All Examiners 1:30-2:30; Leads 1:30-3:30	Webinar	SBN JIT Training Site Visit
Sep 10	Lead Examiners	SWAE	Consensus scorebooks & scoring sheets with mentor review due
Sep 10-21 or 28	Examiners & Mentors		Site Visit Preparation
Sep 23-28 & Sept 30– Oct 5	Examiners/Mentors/ Applicants		Stage 3 - Site Visits completed (Site Visit time based on applicant type)
Oct 15	Examiners	SWAE	Draft Feedback Reports with mentor review due (send to tech editor)
Oct 19 1:00-4:00PM	Judges	TBD	Panel of Judges Training
Nov 5	Judges	TBD	Stage 4 - Panel of Judges Meeting
Nov 5 – 19	Judges & Lead Examiners		Finalize feedback report with tech edits
Nov 12-19	SWAE		Stage 5 - Final Due Diligence conducted
Nov 19	Lead Examiners	SWAE	Final Feedback Reports due
Nov 26 – 30	SWAE		Applicants notification of selection/non-selection
Dec 3	SWAE		News Release distributed reporting Recipients
Nov 20 – Dec 9	SWAE		Editing of feedback reports
Mid Dec TBD	SWAE		Feedback Reports provided to all applicants
Jan/Feb. 2019	SWAE	TBD	Recognition Banquet for Recipients and Volunteers

Thank You to Our Sponsors!

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.

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