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THE ALLIANCE FOR PERFORMANCE EXCELLENCE NEWSLETTER

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“Enhancing the Growth and Sustainability of Baldrige Focused Programs”

www.baldrigepe.org



March, 2013

A Message from the Chairman

Brian Lassiter, Chair

Alliance for Performance Excellence (Minnesota)

Hello state/local directors and stakeholders of the Alliance:

In a period of significant change, your Alliance Board of Directors met about eight weeks ago for a full-day planning session. We spent considerable time discussing and exploring our current environment: we reflected thoroughly on the member satisfaction survey, an annual board survey, the current Baldrige Enterprise work, and the Alliance's accomplishments in the last year. We generated a SWOT analysis, helping us to better understand our current reality. And from those discussions, we have selected six key initiatives for 2013, each supported by an Alliance committee or a new task force. These focus areas represent true strategic challenges and opportunities for the Alliance and our member programs, in the context of the emerging Baldrige Enterprise but also reflecting Alliance members' individual desires to sustain and grow. They are:

1) Membership Task Force – this has been focusing on improving the value of membership in the Alliance, addressing the questions “who are we” (mission/purpose), “who do we serve” (what classes of members), and “how do we serve them” (types of benefits/resources as well as our fee structure). The team will present recommendations to the board at the April 7 Quest meeting. The team includes Donn Fisher (lead), Wayne Foraker, Anne Warner, Julia Gabaldon, Glenn Bodinson, Bill Denney, Liz Menzer, and Darcy Davidsmeyer. From these recommendations, the Alliance board will determine how to proceed in enhancing the value we bring to our member programs. Thank you for your work, team!

2) Funding – this team will focus primarily on helping to generate funds for Alliance members. It might include a link to the Baldrige Enterprise fundraising initiative, but it could also include grants, fee-based services, and even strategies to cut Alliance member expenses through group discounts for services and/or in-kind donations. Liz Menzer has agreed to lead the team, and it will be linked with the Financial Committee. Liz is building the rest of the Task Force.

3) Marketing – this team will focus on Alliance-specific marketing/communication needs, and will coordinate with the Baldrige Enterprise marketing/communications task force. A team lead and team members will need to be identified for this team.

4) Best Practices, Knowledge Sharing and Benchmarking group – this team will focus on systematic ways to share best practices and knowledge across Alliance member programs. The Leadership Committee still needs to scope this initiative, after which a leader and team members will be identified.

5) Org structure and Resources – this task force, connected to the Governance Committee, will spend some time considering whether the Alliance has the appropriate committee structure and resources to support the new initiatives (or if some re-alignment is necessary to avoid redundancy or inefficiency). A team leader and team members are yet to be determined. Lynn Tomaszewski is currently facilitating the group.

6) BPEP Succession Plan – this effort is to create an official statement from the Alliance on the desired characteristics/skills in the BPEP Director position. The Leadership Committee will serve as the Task Force and will share a proposed perspective for board discussion/approval at the April 7 Quest meeting.

Message from the Chairman



Each of these (except the last) will have a Task Force associated with it, so if you (or anyone in your program) are interested in getting involved, let me know. One of the desires of the board coming out of the planning retreat was that EVERY Alliance member program would be involved in at least one of these Task Forces (and/or with the Baldrige Enterprise Task Forces that are already working). One of the themes we heard loud and clear from the annual member survey was the desire to get involved in shaping our collective future, so we invite you to meet us halfway and take us up on the offer to do just that! It doesn't have to be an executive director – it could be one of your other staff, a board member, a judge or senior examiner. Think about how to get the voice of your program heard in these important Alliance activities. We will have time during the Alliance member meetings at Quest for these groups to come together, so this is a perfect opportunity for you to explore getting involved.

Speaking of which, the schedule for meetings at Quest is now confirmed. The Alliance Board will meet from 1:00-2:00 PM ET in Dover C, which is on the Grand Ballroom level (level 3) of the hotel. You are all welcome/encouraged to join. And the Alliance member meetings will be from 2:00-5:00 PM ET. During the first two hours, we will have updates and discussions on several key focus areas of the Alliance/Enterprise (including discussions on all six initiatives above, as well as progress reports on each of the major Enterprise Task Forces). We will spend a good deal of time talking about the Enterprise fundraising initiative and will welcome the Baldrige Foundation chair George Benson, along with Maryann Brennan, to facilitate that discussion. The last hour of our meetings will be breaking into subgroups for key committees/Task Forces to work, as needed. (Committee/Task Force chairs are free to take advantage of that time to meet with your teams and/or recruit new members.)

We'll see you in Baltimore. Safe travels!

Brian Lassiter
Chair, Alliance for Performance Excellence (Minnesota)

"Enhancing the Growth and Sustainability of Baldrige Focused Programs"

www.baldrigepe.org

Baldrige Updates

- Harry Hertz explores the factors leading to sustainability and growth in his latest Insights column. (<http://www.nist.gov/baldrige/insights.cfm>)
- Registration for the 25th Annual Quest for Excellence is still open. The Monday of the conference will consist of the Award Ceremony for the 2012 Baldrige Award recipients and plenaries, including an international plenary. Tuesday's sessions will include a panel of the 2012 national category best-practice winners. (<http://www.nist.gov/baldrige/qe/index.cfm>)
- The Baldrige Executive Fellows Program now has eight applications, with a ninth on the way (enough to run the program): four from manufacturing, one from a nonprofit, and four from health care.
- In February, a national search (to be posted on www.usajobs.gov) is planned to begin to replace BPEP Director Harry Hertz, who is retiring in June 2013. The interview panel will include representatives from the Board of Overseers, the Foundation, and the Federal Government Senior Executive Service.

Alliance for Performance Excellence

Upcoming Dates

Leadership Committee Meeting.....2nd Thursday of every month, 3-5:00 PM Central Time
(May 9, June 13, July 11, August 8, September 12, October 10, November 14, December 12)

Board Meetings.....April 7, 2013 at Quest (1:00-5:00 PM Eastern Time), July (teleconference);
September (Regional Conference, Chicago, IL)

Governance Committee

Submitted by Lynn Tomaszewski

Members: Dean Bondhus, Wayne Foraker, Kim Griffiths, Raina Knox, Karen Shepard, Lynn Tomaszewski

The Alliance Board Governance Committee recently welcomed Kim Griffiths as a new member to the team. Kim is the Executive Director, Rocky Mountain Performance Excellence. Welcome Kim!

The current activities of the Governance Committee have focused on Board orientation material updates, analysis of Board survey results and implementation of action plans, as well as strategic initiatives stemming from the recent Board strategic planning session. As part of the initiatives, we will form a task force with an appointed leader and members, connected to the Governance Committee, to assist us in two areas: 1. consider whether the Alliance has the appropriate committee structure and resources to support the new initiatives (alignment/efficiency) and 2. how to best set up networking among members & sharing of best practices, possibly using a regional approach. This will be added to the discussion of the Alliance organizational and committee structure.

We welcome participation from the Alliance members. Please contact Lynn Tomaszewski at 817-807-8070 or ltomaszewski@texas-quality.org by April 15 if you are interested in joining the task force.

Marketing Committee

Submitted by Joe Muzikowski

Alliance Marketing Committee – With the formation of the Baldrige Enterprise last year, the Alliance Marketing Committee went dormant as the new Enterprise-wide Baldrige Transition Marketing Committee began its work. However, this meant that some marketing work directly in support of Alliance members was being neglected. Feedback at the Board’s January meeting indicated that there was a need to renew our work in this regard and several Board members have volunteered to step in to support the effort. We will have more details on the Committee’s make-up, charter and activities soon.

Flyers – The last of the series of six one-page flyers showing case studies of Baldrige/state program recipients in various sectors has been published. You can find the flyers posted on the Alliance website at: <http://www.baldrigepe.org/brl/search.aspx?a=b&cat=45>. These flyers can be customized to include information about your specific program. BPEP also is developing a six-page fold-out that can serve as a leave-behind in lieu of the actual hardcopy of the criteria. Jamie Ambrosi at BPEP is looking now at sharing some printed copies, as well as the PDFs, with Alliance programs. All of these will be on display at the BPE and Alliance booths at Quest.

Quest for Excellence Conference – The Alliance booth for Quest will be adjacent to the BPEP booth and near our other Enterprise partner, ASQ. Program directors who will not be attending the conference are invited to send their program materials for display.

TAB – The three-way collaboration with The Alternative Board (TAB) and BPEP is progressing, albeit slowly. TAB helps small business owners address their challenges through a network using peer advice and coaching by TAB facilitators. TAB is surveying their facilitators to identify those who are interested in connecting with Alliance program directors to begin discussion of how Baldrige can help TAB members improve their performance. Terry May, a TAB member and president of MESA Products, a 2006 and 2012 Baldrige Award small business recipient, has provided us with some insight into the needs of TAB members. We hope to be contacting a few program directors in the next month to begin those introductions.

Resources for Alliance Programs

- A 6-page promotional brochure that provides evidence of the Criteria ROI and sample content from the Organizational Profile and Item 3.2 of each of the three Criteria versions (Ed, HC and Biz/NP). The brochure is being provided electronically — posted to the Alliance web site Events & Resources page: (<http://www.baldrige.org/alliance/resources.aspx>). There are two versions: one contains BPEP contact information on the back page, and the other contains a space on the back page where you can place your program’s contact information. For either, please produce and distribute printed copies, distribute electronic copies, and/or post to your website.
- 4-page versions of the promotional brochure are also available with only one version of the Criteria (i.e. Ed, HC or Biz/NP) per brochure. They are available for download as PDFs on the [Alliance’s Events & Resources page](#).
- 5” x 8.5” postcards are available and can be used in place of a brochure. You can use the PDF for electronic distribution or posting to your web site, you can also produce your own printed postcards and/or order copies from BPEP. If you would like to order printed 6-page brochures or postcards, or if you have any questions, contact Jamie Ambrosi at BPEP (ambrosi@nist.gov). Please provide your shipping information (name, org, address and phone #).
- Criteria sales graphics (available on the [Events & Resources page](#)) can be placed on your web site as well as your e-newsletters, ads you run or other communications. In all cases, please link from the graphic to the main Criteria landing page using the following URL: http://www.nist.gov/baldrige/publications/criteria_alliance.cfm.
- The 2013 Collin Technologies case study is now available for training. (ftp://ftp.nist.gov/pub/quality/Materials_for_state_programs/2013/Case_Study/2013_Collin_Technologies_Case_Study_Final_Training_Draft.pdf)
- Manufacturing and health care fliers can be used to promote your program. Other sector fliers are under development. (<http://www.nist.gov/baldrige/transition/index.cfm>) (Find these fliers midway down second column, under the subhead “The Baldrige Enterprise Creates Value for Organizations and the Economy.”)

- The 2013–2014 Criteria (all versions) are now available: http://www.nist.gov/baldrige/publications/purchase_criteria.cfm.
- The Alliance for Performance Excellence LinkedIn group welcomes discussions. Post your Criteria and other questions here. (http://www.linkedin.com/groups?gid=4790894&trk=myg_ugrp_ovr)
- 2013 regional conferences will be held in Chicago and Dallas in mid- and late September.

State Programs

Arizona, Nevada & Utah

Submitted by Karen Shepard, Executive Director

WE'RE CHANGING OUR NAME!

As we have expanded our programs beyond Arizona to serve Nevada & Utah, we felt it was time for a change.

In order to decide how to best shape our identity moving forward, we sought the insights of our Board of Directors and a sampling of stakeholders from all three states. With their input and after great deliberation, we decided to change our name to become more inclusive and widen the scope of our organization.

We are excited to reveal our new name to you:

Southwest Alliance for Excellence (SWAE)

We will be gradually rolling out our new name and logo throughout the year, so be on the lookout for more updates. We would like to thank our board and stakeholders—representing a sample of our membership—for their input and feedback in this process.

AQA/INTEL MENTORING & PLANNING SERVICES (MAPS) PROGRAM



Intel representatives honored by the Town of Gilbert: Paul Ryan, Bill Hoddy, Mentor Patrick Grogg, his son Justin Grogg, and Rudy Hacker

The Arizona Quality Alliance (AQA) is pleased to conclude another year of partnership with the Intel Corporation for the Mentoring and Planning Services (MAPS) Program.

The Intel Corporate Quality group provides skill-specific volunteers as mentors to small and medium-sized nonprofits, educational entities & government agencies throughout Arizona. These volunteers provide mentoring and assist organizations with training in quality skills and accomplishment of quality objectives. This program is FREE for participants.

We would like to highlight the special recognition one Intel Mentor received for his recent participation in the MAPS program. It's a story that exemplifies what MAPS is all about and it truly lives out the AQA mission to *empower organizations to pursue performance excellence, improve outcomes and contribute to the economic strength of their community and state.*

The project's ultimate goal—to create a mobile electronic patient care reporting (EPCR) system. Such devices are extremely helpful to emergency medical personnel, but are also quite costly. Through the help of the Intel mentors, especially engineer **Patrick Grogg**, the Gilbert Fire Dept. developed their very own EPCR software specifically tailored to their needs and copyrighted. “[Patrick]’s a great man and a great contributor to his community,” remarked Gilbert Fire Dept. Chief Collin Dewitt. “His vested interest developed a product even greater than what it might have been.” Dewitt then presented Patrick with his very own fire helmet.

We are thrilled at the outcomes of this project, and we know there are many more wonderful stories like it from those who participate in our MAPS program.

CONGRATULATIONS TO OUR BOARD CHAIR

We'd also like to recognize our Board Chair, Jean Hammelev from Sonora Quest Laboratories, who was selected as one of *The Phoenix Business Journal's* Dynamic Women Leaders in Business in 2013. The honorees were selected by peers, colleagues and the *Phoenix Business Journal* news team for their leadership, professionalism, dedication and impact on our community. The reception and celebratory awards program was held Thursday, February 21, 2013.

Congratulations to Jean on this exciting recognition and all of her many achievements as Executive Director of Program Office & Quality for Sonora Quest Laboratories!

(Photo—left to right—AQA Board member Cheralyn Beaudry; Matthew Hammelev; Honoree Jean Hammelev; AQA Director Karen Shepard; and AQA Board member Wayne Foraker.)



Arkansas

Submitted by Sue Weatter

2013 Governor's Quality Award Healthcare Seminar: "Excellence in Healthcare: Planning, Performing, Providing"

The Arkansas Hospital Association is partnering with the Arkansas Governor's Quality Award program to present the 2013 Governor's Quality Award Healthcare Seminar, "Excellence in Healthcare – Planning, Performing, Providing" on Wednesday, June 5 at the Holiday Inn Presidential Conference Center, Little Rock. Sessions begin at 9 a.m. and conclude at 3 p.m. The featured speaker will be Dr. Ormella Cummings, Chief Strategy Officer for North Mississippi Health Services. NMHS is the 2012 recipient of the Baldrige National Award for Performance Excellence in healthcare.

Dr. Cummings facilitates the Evidence-based Planning Process (EPP) for NMHS for NMHS by working collaboratively with senior leaders, departments and various entities to develop and deploy strategic initiatives. She is also responsible for monitoring community relations throughout the health care organization's 24-county service area.

North Mississippi Health Services is a nonprofit, community-owned, and integrated health care delivery system serving 24 rural counties in northeast Mississippi and northwest Alabama. The organization includes six hospitals, four nursing homes, and 34 clinics. It provides preventive and wellness services, hospital-based emergency and acute care services, post-acute care services, and a preferred-provider organization. The NMHS workforce of 6,226 employees and 491 physicians serve at health care facilities located in six Mississippi communities.

Hear best practices from NMHS as Dr. Cummings shares how their high standards equal better health outcomes, how they maximize service and improve performances and make employee satisfaction a priority. Dr. Cummings will also share how NMHS leads their competitors in market share by 13 percent while maintaining a credit rating with S&P for 18 years despite being in a location called the "the nation's epicenter of poverty."

Additional sessions will include:

- "Creating a Culture of Distinction" led by Ray Montgomery, President & CEO of White County Medical Center, 2012 Arkansas Governor's Award for Performance Excellence Recipient;
- "Intentional Quality in Healthcare" facilitated by Stephen Foti, Instructor and Coordinator for External Programs, University of Arkansas for Medical Sciences and Tony Stephens, Chief, Strategic Management Services, Central Arkansas Veterans Healthcare System, 2006 Recipient of the Arkansas Governor's Award for Performance Excellence;
- and "Integrating a Framework for Performance Improvement" with Bill Craddock with Craddock and Associates, Conway.

Cost is \$50 and includes lunch. Registration is online by going to www.arkansas-quality.org. Deadline to register is May 31st. 4.5 CPHQ continuing education hours are pending approval by the National Association for Healthcare Quality. Additional sponsors include the Arkansas Foundation for Medical Care and American Data Network.

Cheri-Graham Clark, Wayne Foraker & Beth Rowett Elected to California Council For Excellence Board of Directors

With great pleasure, the California Council for Excellence (CCE) announces that Cheri Graham-Clark, Wayne Foraker and Beth Rowett were unanimously elected to CCE's Board of Directors in February, 2013 during the organization's 19th annual Best Practices conference "Celebrating Excellence." We are pleased to have all three of these fine individuals serve on the CCE Board. Specifically, Cheri will be serving as the American Society of Quality (ASQ) Representative, Wayne is serving as the Education Sector Representative, and Beth is serving as one of two Health Care Sector Representatives.

Cheri has been in healthcare for over 20 years. Her quality background experience includes long-term care, case management, and acute care hospital settings. Her most recent leadership experience is in the Quality Director/Patient Safety Officer role at Sharp Healthcare for 8 years. Since April 2011, Cheri has been a Lean Six Sigma Black Belt for Sharp Healthcare where she implements, trains and mentors the Lean Six Sigma process improvement philosophy and methodology. She also is an Associate Faculty for the University of Phoenix, San Diego Campus since 2010 teaching in the BSHA, BSN, and MSN programs. Cheri serves on the California Awards for Performance Excellence (CAPE) Board of Judges for 2012 and has served as a Senior CAPE Examiner for CA for the past 3 years along with being a certified examiner trainer for 2 of those years. In 2011, Cheri received the CAPE Senior Examiner of the Year award. She also serves on American Society for Quality (ASQ) - Healthcare Division Leadership Council as website co-chair, while also representing the ASQ HCD on the HIMSS Review Panel for Stories of Success Program since 2011. Cheri currently serves as President for California Association for Healthcare Quality (CAHQ) as well as on the Leadership Development Team for National Association for Healthcare Quality (NAHQ).

Wayne has been in higher education management for 19 years and is currently the Senior Director of Institutional Quality for University of Phoenix. Wayne's commitment to performance excellence is clearly evident for he has led the University to six Showcase In Excellence Awards from the AQA in the University's home state of Arizona. At the University, Wayne manages initiatives related to state and national Continuous Quality Improvement (CQI) models and is a fourth-year Examiner with the Baldrige Performance Excellence Program and a 2010/2011 Fellow of the Program. Wayne is a member of the Board of Directors of the Alliance for Performance Excellence, a Six Sigma Green Belt and a Lean Six Sigma Sensei. Wayne is deeply involved in higher education accreditation serving as a member of the Peer Corps as a Reviewer for the Higher Learning Commission (is an independent corporation and one of two commission members of the North Central Association of Colleges and Schools (NCA), which is one of six regional institutional accreditors in the United States. The Higher Learning Commission accredits degree-granting post-secondary educational institutions in the North Central region. Wayne also serves as a Evaluator for the Accreditation Council For Business Schools & Programs (ACBSP), a business accreditation association that promotes continuous improvement and recognizes excellence in the accreditation of business education programs around the world. Wayne is also a graduate of the first class of Baldrige Fellows.

Beth serves as Vice President of Quality for the Children's Hospital of Orange County (CHOC) in Orange, CA, where she has worked since 2004. Prior to joining CHOC, Beth worked in hospital operations and quality leadership roles in a variety of organizations, including Loma Linda University Medical Center, Santa Barbara Cottage Health System, Glendale Adventist Medical Center, and the University of Southern California Norris Cancer Hospital. Beth has been very active in the Baldrige Performance Excellence Program, serving as an Examiner, Senior Examiner, and ultimately an Alumni member in recent years (2002, 2003, 2004, 2005, 2007, 2009, and 2010), conducting site visits and leading national Examiner teams. She has also been very active in the Baldrige-based California Awards for Performance Excellence (CAPE) program, serving first as an Examiner on the statewide Board of Examiners in 2000, then as Support Senior Examiner in 2001. Beth served as a judge on the CAPE Panel of Judges in 2008, 2009 and 2010, then was appointed Chair of the Judges Panel in 2011. In this capacity she also served as a member of the CAPE Council. Beth has spearheaded four award-winning CAPE Baldrige applications for two hospitals, the most recent winning the Gold-Level Award for the Children's Hospital of Orange County, the first ever received by a freestanding children's hospital.

Congratulations Cheri, Wayne and Beth! On behalf of the entire Board, I welcome you!

Florida

Submitted by Pat Sciarappa, Organizational Development Director

At the Florida Sterling Council, we are always looking for new ways to serve our customers and 2013 has already been a busy year for us. Our examination cycle has our teams deployed throughout the state. Many of these examiners took part in our Leadership Development Program in conjunction with our annual examiner training. We also had several leaders from aspiring applicant organizations go through both trainings to ramp up their knowledge even though they do not have time to serve as examiners.

Florida is a very large state from end-to-end, and customers, particularly in the public sector, are stretched for travel dollars. To address their needs in the northern part of the state, we held a Performance Improvement Summit one-day conference in Tallahassee with Ms. Becky Gill from The Ritz-Carlton Hotels as a key-note, a Team Showcase from RTI Biologics at lunch, and the opportunity to attend 3 workshops from a varied slate of offerings. We had 120 people attend and the feedback has been great. We are already getting requests to offer these around the state.

With the help of some key volunteers, we have also increased our use of technology from getting a CRM up and running to using several customer segment specifically designed templates for communication.

Our Annual Sterling Conference in Orlando, May 28 – May 31, 2013, is themed “Sterling: The Next Generation – Breakthrough Performance.” We are securing the final presentations and tangible take-aways from key-noters and workshop presenters. A few years ago, with the help of members of our Board of Directors taking lead actions, we started adding special events beyond pre-conference workshops to the Tuesday calendar.

Specific information on the conference and the following events can be found on our webpage at www.floridasterling.com

In its 4th year, Florida’s Education Summit, May 28, will focus on “Growing the Economy and Community through Educational Excellence.” This intensive day includes state and national speakers from education and the business community discussing why we must make the connections stronger and how we can do it.

In its 3rd year, our Florida Healthcare Symposium, May 28, will focus on “Building Healthcare Excellence through Improved Outcomes and Reduced Cost.” The Florida Surgeon General will begin the day followed by speakers and panels from the Bipartisan Policy Center, Governor’s Sterling Award recipients, and other experts from Florida and the nation.

Finally, in its 2nd year, the Florida STEM Forum, May 30, will focus on “Sharing Best Practices: Growing Innovation” and is integrated as part of the actual conference. This day brings people together from: large and small manufacturers including Baldrige recipients, manufacturing and workforce associations, leaders from community colleges, colleges, and career academies that are on the cutting edge of best practices, and the Florida Chamber of Commerce and Council of 100.

We are continuing to build and leverage our partnerships and relationships with all of our great volunteers to ramp up our efforts in support of the Florida Sterling Council’s mission, “serving Florida as the epicenter of business quality through assessment, training, and recognition for performance excellence and proven results.”

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

Submitted by Al Faber, President & CEO

ANNUAL CONFERENCE

TPE's annual Quest for Success conference will be held September 16-17, 2013 at the Polaris Hilton in Columbus, Ohio. The 2013 Quest for Success conference will be an unprecedented opportunity for learning and networking with leaders who represent healthcare, business, education, and government/non-profit organizations across Ohio, Indiana, and West Virginia. Concurrent session presentations and workshops will feature former and current TPE Award Winners and Performance Excellence Professionals who will provide clear "take-aways" for you to implement new processes and strengthen the management practices in your organization. The conference hotel is located within walking distance of Polaris Fashion Place, Ohio's premier shopping, dining and entertainment complex. TPE will also sponsor a "Silent Auction" full of interesting and exciting artwork, sports equipment and memorabilia. Discounted room reservations can be made now online at the Polaris Hilton website. Official conference registration with agenda will be published in late April. Please remember, when you register at the full conference rate your registration also includes one-year's annual dues in TPE! The conference will provide numerous opportunities to learn about role model best practices, share ideas with colleagues, and benchmark world-class results. Several of this year's Malcolm Baldrige National Quality Award Recipients will be featured as Keynote Speakers. We will also recognize the achievements of all our 2013 TPE Award Winners during the banquet on Monday night.

HOW TO WRITE AND STRENGTHEN YOUR APPLICATION WORKSHOP

TPE is excited to offer a number of performance excellence training opportunities in 2013. The popular "How to Write and Strengthen Your Application" Workshop will be conducted throughout our region beginning June 4, 2013 in Indianapolis, Indiana, followed by a second workshop on June 18 in Columbus, Ohio, and again on June 25 in Charleston, WV. Watch for more details coming soon. The one-day workshop covers how to get started writing your application, formatting, clear examples of award-winning submissions, and tips to strengthen the entire application. Instructors are among the highest regarded examiners and judges from within our region, and this workshop is a great way to get your entire team started or to further their knowledge of the criteria for performance excellence.

EXAMINER TRAINING

The 2013-2014 Call for Examiners is now posted to the TPE homepage, and applications are due September 20, 2013. New Examiner Orientation will be offered in both Columbus, Ohio and Indianapolis, Indiana this year. New and returning examiners will have five choices to attend the two-day examiner training in November.

- Northwest Ohio, Nov. 4-5, in Leipsic, OH
- West Virginia, Nov. 6-7, in Charleston, WV
- Central Ohio, Nov. 12-13, in Columbus, OH
- Indiana, Nov. 13-14, in Indianapolis, IN
- Southwest Ohio, Nov. 14-15, Cincinnati, OH

WEBINARS

Watch for more details on TPE's popular webinar series for March 21, June 20, August 22 and December 12, 2013. Our March Webinar will focus on TPE's Advising and Partnering program and how to get started with us on your Baldrige journey. This will also be a great opportunity for those examiners interested in becoming Advising & Partnering Coaches to learn more about the program. The guest presenter will be Dr. Rusty Clifford, Senior TPE Examiner, National Program Examiner, former Chair of the TPE Board of Trustees, and current Chair of our Education Committee.

GOVERNOR'S AWARD RECIPIENTS 2012

CITIZENS ENERGY GROUP, INDIANAPOLIS, INDIANA

On November 27, 2012, Governor Mitch Daniels presented the Indiana Governor's Award for Excellence to Carey Lykins, President & CEO of Citizens Energy Group and his team. Just prior to the presentation, Governor Daniels congratulated the team and listened as they described their Baldrige journey and the success Citizens Energy Group has experienced as a direct result of their commitment to performance excellence using the Baldrige criteria. In an official letter, Governor Daniels stated "All of your fellow Hoosiers are proud of your accomplishments, which embody the best elements of our values and tradition - hard work, deep integrity and commitment to excellence." Thank you for all that you do for your customers and the State of Indiana."

PROMEDICA FLOWER HOSPITAL, SYLVANIA, OHIO

On January 11, 2013, Governor John Kasich presented the Ohio Governor's Award for Excellence to Alan Sattler, President of ProMedica Flower Hospital and his team. During the presentation, Governor Kasich hosted a roundtable discussion with ProMedica leaders to learn more about their performance excellence journey over a nine-year period leading to the award. In an official Proclamation, Governor Kasich remarked "Whereas, receiving the Governor's Award for Excellence is a great honor that demonstrates an organization's world-class determination to achieve results and strengthen our economy. Now, therefore, I, John R. Kasich, Governor of the State of Ohio, do hereby recognize ProMedica Flower Hospital throughout Ohio as they are awarded with the prestige of the Governor's Award for Excellence, and I urge all Ohioans to observe and take note of their successes."

OPENINGS FOR ADVISING & PARTNERING COACHES

The Partnership for Excellence currently has openings for Advising & Partnering Coaches. Qualified individuals with two or more years of experience as an examiner in a state or national program, and having experience in building an organization's Baldrige program should consider applying for this exciting and rewarding professional experience. A&P Coaches introduce and guide organizations through the development of their Organizational Profile and a 25-Page Abbreviated Application. The program is conducted in two phases, a four-hour workshop that explains the importance of the OP with clear examples using successful organizations as a benchmark, followed by the applicant taking the time they need to write their OP. Once written, coaches provide written feedback to the applicant. Phase two is a second four-hour workshop explaining the remainder of the criteria, followed by the applicant taking the time required to write a 25-page abbreviated application. Coaches then provide written feedback to the applicant identifying strengths and opportunities for improvement. The time commitment is not as demanding as the full examination cycle and helping organizations get started on their Baldrige journey is professionally rewarding and fun! Our experience here at TPE has shown that organizations who complete the Advising and Partnering program are far more successful at writing their full 50-page application. To learn more on how to become an A&P Coach contact Al Faber at (614) 425-7157 or al.faber@partnershipohio.org.

TPE HONORS VICE CHAIR

Pam Hara, Vice Chair of The Partnership for Excellence Board of Trustees recently assumed a new position with her company, Kaiser Permanente, in Atlanta, Georgia. Pam is currently the Vice President for Quality and Service for Kaiser Permanente in Cleveland, Ohio. Pam brought a wealth of quality and health care experience to the board. She also served as a state Baldrige examiner with the Tennessee Center for Performance Excellence. Frank Perez, Chair of the TPE Board of Trustees congratulated Pam on her new position during the February 7 TPE Board meeting and said "Pam has been a staunch supporter of quality and performance excellence throughout our region - she will be missed by everyone here at TPE." Mr. Perez also made a motion to recognize Pam with a crystal plaque thanking her for her leadership, service and dedication to TPE. On February 26, Pam was presented with a crystal award recognizing her many contributions to TPE at her office in Cleveland.

TPE ANNOUNCES NEW LEAD JUDGE

The Partnership for Excellence Board of Trustees has appointed Eric Franks, Manager, Technology and Quality Assurance at PRO-TEC Coating Company to replace Jim Beckham as TPE's lead judge. Eric joined PRO-TEC Coating Company in September of 1991, after 18 years in heavy industry. He graduated from Bluffton University with a B.A. degree in Organizational Management and holds an MBA from the University of Findlay. Since 1997, he has held the position of Manager of Technology and QA at PRO-TEC. Eric is responsible for management systems, process/product development, product quality assurance, and customer quality. Additionally, as a member of the Leadership Team, he serves as Management Representative for ISO 9001, TS 16949, ISO 14001, and ISO 17025. Eric was the final editor of PRO-TEC's two Ohio Partnership for Excellence (now known as TPE) and three MBNQA Applications. Eric is a TPE Senior Examiner, Advising & Partnering Coach, TPE Judge, MBNQA Alumni Examiner, and instrument-rated private pilot. Serving as an ambassador for Organizational Excellence, Eric has shared the "PRO-TEC Story" in Washington, D.C., 14 states, and Puerto Rico along with presentations at the VA-Carey Award for Excellence, at NIST to the Visiting Committee on Advanced Technology, and to the Global Excellence Model. Additionally, he has participated in eight site visits as an Examiner (4 as Team Leader) and four site visits as the Official Contact Point (applicant) as well as contributed to training by co-facilitating TPE Examiner Training, TPE Team Leader Training, and our "How to Write an Application Workshop."

Eric Franks will be replacing TPE lead judge, Jim Beckham. Jim, considered one of TPE's "founding fathers" served as lead judge from 1999-2012 and has been with TPE since its inception in 1998. He is a Baldrige Alumni Examiner and also served as lead judge for the Michigan Quality Leadership Award from 1998-2012. Jim led Dana Commercial Credit to receive the Malcolm Baldrige National Quality Award in 1996, and the Michigan Quality Leadership Award in 1995. Jim recently assumed the position of Director, Process Transformation at CIT in Jacksonville, Florida. Prior to that he was the Director for Quality at Koyo Bearings USA LLC in Canton, Ohio; Director, Enterprise Process Compliance, Timken Company; and Director, Global Process Improvement at the Dana Corporation. Jim Beckham's selfless service, dedication, and professionalism made a positive impact on TPE and all of its programs for more than a decade. He is truly a role-model for all performance excellence leaders. We wish Jim, and his wife Kathy, all the best in Florida and his new role with CIT. TPE is proud to have such great leaders to oversee our awards process and panel of judges!

2013 PARTNERSHIP FOR EXCELLENCE KEY DATES

- March 21, TPE Webinar Series at 2:00pm
- April 26, Call for Presentations Due (2013 QFS)
- April 29, Judges Meeting
- May 9, Board of Trustees Meeting
- June 20, TPE Webinar Series at 2:00pm
- August 22, TPE Webinar Series at 2:00pm
- September 15, Annual Golf Classic
- September 16-17, Quest for Success Conference
- September 20, 2013-2014 Examiner Applications Due
- October 1, Full Application "Intent to Apply" Due to TPE
- October 1 & 3, New Examiner Orientation
- November, 2-day Examiner Training, 5 Locations
- December 1, Full 50-page Applications Due to TPE
- December 12, TPE Webinar Series at 2:00pm

For more information please visit our website at: www.thepartnershipforexcellence.org.

TENNESSEE

Submitted by Michelle Mowery Johnson, Communications Manager for TNCPE

20th Anniversary Excellence in Tennessee Conference & Awards Banquet a HUGE Success

The Tennessee Center for Performance Excellence welcomed nearly 300 individuals from 100 different organizations to the 20th Anniversary Excellence in Tennessee Conference on February 19th and 20th in Franklin, Tennessee. Attendees represented all industry sectors and were treated to a full day of workshops and a second day of 16 diverse breakout sessions. Not only did the sessions cover Baldrige-related topics like engaging the workforce, Criteria changes and strategic planning, but TNCPE also offered some out-of-the-box presentations like mind mapping, net promoter scores and Jack Daniel's Tennessee Whiskey (which comes from a high quality Tennessee manufacturer).

A few hours after the conference, more than 550 people came to celebrate the success of our 44 award recipients, which included TWO Excellence Award recipients. TNCPE's highest honor went to Bristol Tennessee Essential Services and the Metropolitan Nashville Airport Authority. We also captured 20 years of history in a fun, five minute video that kicked off the banquet. It's posted to our [YouTube](#) page, so check it out when you have a moment. TNCPE couldn't have pulled off the conference and banquet without our committed volunteers. Not only do they dedicate countless hours serving on our Board of Examiners, but they also help us put on a great event!

We worked closely with the Tennessee Governor Bill Haslam's Constituent Services Office to have February 20th named as a Day of Recognition, and the gold-sealed certificate was proudly displayed at conference and banquet. TNCPE also generates extra excitement with our individual Leadership and Champion of Excellence Awards. To learn more, visit our News page on the TNCPE website (www.tncpe.org).

If you'd like more information on any of the information above, please contact Michelle Mowery Johnson via e-mail (michelle.moweryjohnson@tncpe.org) or phone 1-800-453-6474.

Texas

Submitted by Lynn Tomaszewski, Quality Texas Foundation

On March 11, 2013, Quality Texas named nine organizations for performance recognition – all demonstrating strong dedication to quality and high performance.

Goodwill Industries of Central Texas and Texas Health Resources were named as recipients of the Texas Award for Performance Excellence, the state's highest level of quality award. These two recipients are role model organizations demonstrating exceptional performance in all areas of organizational management – leadership, strategic planning, customer focus, measurement, analysis and knowledge management, workforce focus, operations focus and results.

Alamo Community College District, Boys and Girls Clubs of Puerto Rico, CHRISTUS St. Michael Health System, Methodist Healthcare System, Schertz-Cibolo-University City ISD, St. Philip's College, and MD Anderson Cancer Center Clinical Support Services were recognized at the Achievement Level. These organizations have well-deployed, effective, systematic approaches to organizational management, with good performance levels and trends evaluated against industry standards.

Additional recognitions will be announced in a press release on April 22nd for the organizations participating at the Engagement, Commitment, and Progress Levels as part of the Quality Texas multi-level assessment and feedback program.

All of the above organizations will be recognized during the Texas Quest for Excellence Conference and 20th Anniversary Celebration. The two-day conference will be held June 24th – 25th at the Crowne Plaza Hotel in Addison, Texas and will feature current and former state and national Baldrige award recipients. Our keynote speakers are Tommy Gonzalez, City of Irving; John Varley, Lockheed Martin; and Kay Eggleston, Richland College – all national Baldrige award recipients. Featured speakers from the 2013 Texas Award for Performance Excellence recipient organizations are Jerry Davis, Goodwill Industries of Central Texas and Doug Hawthorne, Texas Health Resources. For additional information, please visit the Quality Texas website at www.texas-quality.org or call the Quality Texas office at 214-565-8550.

BaldrigeCoach

Submitted by Glenn Bodinson, FACHE and Kay Kendall from BaldrigeCoach, Inc.

BALDRIGECOACH

The Ten Most Common Mistakes in the Application Process

Kay Kendall and Glenn Bodinson analyzed over 50 applications this past year as coaches, judges, and examiners and identified these common mistakes.

1. Not doing rigorous project management early in the process to lock down milestones (what by when), assigned responsibilities, key interdependencies, and the allocation of pages by Category
 2. Not paying attention to the Technical Requirements of the program, such as fonts, margins, deadlines (including Intent to Apply), and other “disqualifiers”
 3. Not producing complete drafts – instead, working piecemeal, which makes identifying alignment and integration nearly impossible
 4. Not being consistent with terminology
 5. Not using the Organizational Profile to its fullest intent:
 - a. Painting the picture of who you are
 - b. Describing what makes your organization different
 - c. Setting the expectations for the results you’ll present in Category 7
 6. Not focusing on “key” – having too many Strategic Challenges, too many stakeholders, or too many employee segments
 7. Not responding to the Criteria requirements
 - a. Not taking the Scoring Guidelines into account
 - b. Not answering every WHAT question
 - c. Not describing a systematic process but providing an example, describing your philosophy, or making an empty assertion
 8. Not making cycles of evaluation and improvement explicit in Items 1.1 - 6.2 and aligning them with your performance improvement system described in P.2c
 9. Not taking advantage of best practices from Baldrige Award Winners’ application summaries available on the Baldrige website @ [Baldrige Award Recipients -- application summaries](#)
 10. Not having someone very knowledgeable about the Criteria and how examiners assess applications review your draft(s) and provide feedback
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11. (A Bonus Tip!): Not ensuring you have adequate time to have a fresh set of eyes take one last look at your final draft. Nearly 75% of the final drafts we review have one or more critical errors that must be fixed to avoid disqualification or to ensure earning enough points to at least be considered for a site visit. Potentially save yourself a year on the journey by scheduling one last look.

Our book, *The Executive Guide to Understanding and Implementing Baldrige in Healthcare: Evidence-Based Excellence*[®] is available from Amazon.com

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ASQ Launches ASQ™ TV in Three Languages!

ASQ™ TV—creating a global view of quality—launched last month in English, Mandarin Chinese, and Spanish. ASQ TV is a monthly online TV news series that brings to life stories on quality innovation, strategies, ideas and tools to achieve continuous improvement and performance excellence in organizations, communities and the world. Content will include: global trends, hottest topics, thought leader stories, case studies, benchmarking, quality tools, career resources, industry facts, etc. Each viewing experience will equip the viewer with knowledge and resources toward achieving continuous improvement and performance excellence. Tune-in to ASQ TV at videos.asq.org.



VA Carey Awards

Submitted by Karen Shepard, Arizona Quality Alliance (now Southwest Alliance for Excellence)

VA Announces Recipients of Secretary's 2012 Carey Awards

WASHINGTON – The Department of Veterans Affairs recently announced the winners of the Secretary's 2012 Robert W. Carey Performance Excellence Awards.

The Secretary's Carey awards, the Department's highest awards for organizational performance excellence, were established to support and facilitate the adoption of exemplary approaches to systems management that achieve outstanding results for America's Veterans and their beneficiaries. The Carey awards criteria are the same as those used for the nationally and internationally recognized Malcolm Baldrige Performance Excellence awards, sponsored by the Department of Commerce. Performance levels are determined by a team of trained examiners, and validated by a board of independent Judges, who are external to the Department.

This is the 21st year for the Secretary's Carey awards. There are three levels of recognition, with the Trophy award being the highest recognition. The 2012 award winners are:

TROPHY WINNERS

- James H. Quillen VA Medical Center, Mountain Home, Tennessee
- Southern Arizona VA Health Care System, Tucson, Arizona

PERFORMANCE EXCELLENCE WINNERS

- Central Texas Veterans Health Care System, Temple, Texas
- Harry S. Truman Memorial Veterans' Hospital, Columbia, Missouri
- Portland VA Medical Center, Portland, Oregon

CIRCLE OF EXCELLENCE WINNERS

- Central Arkansas Veterans Healthcare System, Little Rock, Arkansas
- Veterans Health Care System of the Ozarks, Fayetteville, Arkansas

For more information on The Secretary's Carey Performance Excellence awards, go to:

http://www.va.gov/OP3/docs/Carey/Robert_W_Carey_Performance_Excellence_Award.asp