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Upcoming Events

January 9 – Technical Integrity Council (TIC) Meeting

January 12 – ASQ Meeting

January 25 – AQA Board Meeting

February 7 – Performance Excellence Award Banquet and Workshop

February 9 – ASQ Meeting

February 13 – Technical Integrity Council (TIC) Meeting

March 8 – AQA / ASQ Meeting—*How to Drive Improvement in Your Organization*

March 12 – Technical Integrity Council (TIC) Meeting

March 22 – AQA Lunch & Learn—*Performance Excellence Award Program*

September 28 – Baldrige Regional Conference, Scottsdale, AZ

(Save the date)



Jean Hammelev

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

— David A. Dexter,
President & CEO,
Sonora Quest
Laboratories

Letter from the Chair of the AQA Board of Directors

As 2011 comes to a close and we welcome a new year, I would like to take time to personally thank you all for your continued support of the Arizona Quality Alliance (AQA). Recently, the 2011 Arizona Performance Excellence Award Recipients were announced, and I would like to congratulate our seven Showcase in Excellence Award recipients. Through your hard work and dedication, key processes within your organizations have been recognized. It will be wonderful to see all of the companies at our Annual Award Banquet on February 7, 2012! I also offer a special thank you to our valued Board of Examiners, our Technical Integrity Council and our Mentors and Judges for another excellent year of work. I hope you all will return again next year.

2012 will be a very exciting year for the Arizona Quality Alliance. Arizona has been awarded one of two Baldrige Regional Conferences and the Arizona Quality Alliance will be hosting the event in Scottsdale on September 28. This is such an honor for our organization and state, and I hope you all will support this event!

Lastly, as our local and national economy continues to struggle, I would like to sincerely thank all of our members and sponsors. Without your sustained support, the Arizona Quality Alliance would not be able to prosper. Thank you for your dedicated support of the AQA and your commitment to quality improvement!

A handwritten signature in black ink that reads "Jean Hammelev". The signature is fluid and cursive.

Jean Hammelev BS CT(ASCP) MBA/HCM
Executive Director – Program Office & Quality
Sonora Quest Laboratories
Laboratory Sciences of Arizona
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Announcing the 2011 Arizona Performance Excellence Award Recipients

On December 6, 2011, the Arizona Quality Alliance announced the Recipients of the 2011 Arizona Performance Excellence Award.

The Arizona Performance Excellence Award Program recognizes Arizona 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.

The 2011 Performance Excellence Award Recipients are:

Showcase in Excellence Awards*:

- Avnet Logistics – *“5S Organizational Process”*
- Deer Valley Unified School District – *“Utility Management Process”*
- Laboratory Sciences of Arizona at Banner Boswell Medical Center – *“Laboratory Turnaround Time for STAT Laboratory Tests for Emergency Department Patients”*
- Maricopa County Adult Probation Department – *“Adult Education Program”*
- Maricopa County Department of Transportation – *“Scoreboard Process”*
- Rio Salado College – *“Peer-to-Peer Plagiarism Detection System”*
- University of Phoenix – *“Student Appeals Center”*

“AQA is proud to continue its efforts in assisting Arizona organizations to achieve operational excellence. We are celebrating our 19th anniversary of the Arizona Performance Excellence Award Program, formerly called the Arizona State Quality Awards Program, one of the best methodologies available to develop a higher level of organizational performance.”

-- Karen Shepard, Executive Director of AQA

Applications for the 2012 program will be available in late Feb. 2012.

Join us for the 2011 Performance Excellence Awards Banquet!

Date: February 7, 2012

Time: Luncheon 11:30-1:30; Workshop 1:30-3:00

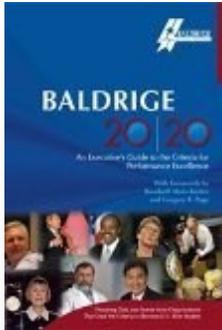
Location: Chaparral Suites Resort, 5001 N. Scottsdale Road.

Workshop: “The Value of Applying or Examining for the State Quality or Showcase Award”

Additional information about the Awards is available at www.arizona-excellence.com or by calling 480-874-5815.



Baldrige & Alliance for Performance Excellence Updates



Spread the Word: *Baldrige 20/20* Available Now

The data and stories in [Baldrige 20/20] make a convincing case that use of the Baldrige Criteria can help organizations assess and improve their performance, becoming more sophisticated about how to align all of their

processes to achieve desired results.—Rosabeth Moss Kanter, Ernest L. Arbuckle Professor of Business Administration at Harvard Business School and chair and director of the Harvard University Advanced Leadership Initiative

Baldrige 20/20 . . . provides today's executives with practical examples and keen insights on how organizations can stay focused and excel.—Greg Page, chairman and CEO of Cargill, Inc.

In September, the Baldrige Program released [Baldrige 20/20: An Executive's Guide to the Criteria for Performance Excellence](#). The book shares stories and results from Baldrige Award-winning organizations that have used the Baldrige Criteria to achieve breakthrough performance, innovation, and sustainability.

If you know a senior leader who would benefit from seeing how high-performing organizations received a high return on their investment in using the Criteria to run their businesses, order a printed copy of *Baldrige 20/20* today from [ASQ](#), or [download a free PDF file](#). The examples represent national role models in wide-ranging sectors, including small and large businesses, schools, health care organizations, and local government and military organizations.

We thank the Baldrige Award winners who contributed stories and data to *Baldrige 20/20*.

The BRL is a service of the Alliance for Performance Excellence - a group of state and local organizations dedicated to advancing organizational excellence through Baldrige-based programs.



What is the Baldrige Resource Library?

The BRL is a collection of multi-media resources about organizational improvement and performance excellence. Articles, videos, slides and other materials are available for reading and downloading.

PURPOSE

- (1) To answer the question for those newly introduced to the Baldrige Criteria – “Where do I find out more?”
- (2) To serve as a repository of articles, podcasts, and videos about organizational improvement, quality methods, and leadership approaches that help change organizations.

IT'S FREE! Use it to broaden your knowledge and improve yourself and your organization. Use it! Share it with others!.....Put it on your website and in newsletters!
<http://www.baldrigepe.org/brl/>

Baldrige Examiner applications are now available – deadline for submission is January 13, 2012 before 8:00 p.m. EST.

More information is on the Baldrige website:

<http://www.nist.gov/baldrige/examiners/apply.cfm>

Baldrige Updates

New Eligibility Rules for the Baldrige Award

Posted by Harry Hertz, the Baldrige Cheermudgeon



Dr. Harry Hertz, aka the “Baldrige Cheermudgeon,” is the Director of the Baldrige Program. He joined the Program in 1992 after a decade in management in the analytical chemistry and chemical sciences laboratories at the National Institute of Standards and Technology (NIST), the home of the Baldrige Program.

He loves the opportunity to interact with leading thinkers from all sectors of the U.S. economy who serve as volunteers in the Baldrige Program, and he appreciates the intellectual challenge of synthesizing ideas from leading thinkers into a set of continuously revised Criteria for Performance Excellence.

As we prepare for the 2012 Baldrige Award cycle, the Baldrige Program has enacted some changes to the Award eligibility rules that leverage the larger Baldrige enterprise—in particular, the state and local Baldrige-based award programs. We’re confident that these changes will ensure a healthy Baldrige enterprise long into the future, as we develop a new business model that relies on non-appropriated funds to operate the Baldrige Program.

As you all know, the decision by Congress to eliminate our federal funding is causing the Program to adopt a new business model. What you may not be aware of is that we have been exploring ways to become less dependent upon federal funds for much longer than the recent events through our [strategy mapping](#).

With the larger enterprise in mind, the Baldrige Program is enacting changes to our eligibility requirements that will formalize the de facto feeder system that currently exists between the Alliance award programs and the national award program. Starting in 2012, in order to be eligible for the national award, organizations must meet our existing requirements AND *one* of the following conditions:

- Be a previous Baldrige Award recipient
- Have received the top-tier award from an Alliance member award program within the past 5 years
- Have received a site visit at the national level within the past 5 years
- Have received a combined scoring band range of 8 or better (e.g. process band 4 and results band 4) in the past 5 years
- Have 25% or more of your employees/staff outside of your organization's home state
- Have no Alliance member program available for your organization

There are additional details available on the award application web page: http://www.nist.gov/baldrige/publications/award_application.cfm

We have not made this decision lightly, and we believe it is not only necessary but an important step towards a brighter Baldrige future.

Member Recognition

The Performance Management Group LLC would like to congratulate **Martina Brooks** for successfully completing the Lean Six Sigma Service Excellence Black Belt Certification program and earning her lean six sigma black belt! Martina is a Project Manager for Banner Healthcare in Phoenix, AZ. She successfully completed the rigorous on-campus lean six sigma black belt workshop by passing the certification examination with distinction.

The goal of her lean six sigma black belt project was to improve the system's compliance effectiveness. Her black belt project successfully closed significant compliance gaps with a potential savings of more than \$500,000.00. Congratulations Martina!

Martina was also a Lead Examiner for the Arizona Quality Alliance Performance Excellence Program in 2010.

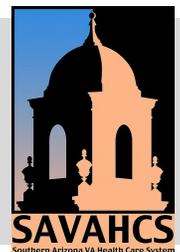
Scottsdale Healthcare Osborn Medical Center is the first hospital in Arizona to receive FDA approval to perform a new nonsurgical heart valve replacement procedure. Only the top seven percent of heart programs in the nation can offer this procedure, according to official at the Scottsdale facility.



The transcatheter aortic valve replacement (TAVR) is significant because it does not require open chest surgery, giving hope for heart patients with inoperable aortic stenosis (failing heart valves). Instead, a catheter fed through the femoral artery is used to implant the device.

To assist in the new procedure, the hospital opened a new hybrid operating room that combines the latest surgical, cardiac catheterization and 3-D radiologic imaging technologies with real-time patient monitoring for the most complicated procedures without moving the patient for specialized procedures.

Although *Southern Arizona VA Health Care System, Tucson, Arizona* is not an AQA member, we congratulate them as a Robert W. Carey Performance Excellence Award recipient and applaud their contribution to excellence in healthcare.



Member Recognition



Arizona Technology Council paid tribute to [Raytheon Missile Systems](#) for their many contributions and leadership in education, community service, philanthropy, technology, innovation and support of our country's armed forces and allies worldwide.

Raytheon

Arizona Technology Council also hosted the [2011 Governor's Celebration of Innovation Awards](#), where Honeywell International was recognized as a finalist for "Innovator of the Year" in the Large Company category.

Honeywell



Congratulations to our following member organizations who were recognized as one of the *Phoenix Business Journal's* Best Places to Work for 2011 in the Extra Large Company category:

Sonora Quest Laboratories/Laboratory Sciences of Arizona



Banner Health



This is the *Phoenix Business Journal's* 9th issue recognizing Best Places to Work in the Valley. The 100+ organizations who made the list are doing their best to foster a fun and healthy workplace. The program highlights Valley companies with great workplace practices whose operations are changing the business landscape.



Ed Powers is the founder of Service Excellence Partners, a consulting firm in Fort Collins that specializes in seven essential management practices.

He is a board member and Examiner for Rocky Mountain Performance Excellence, an Examiner for the Malcolm Baldrige National Performance Excellence program, and a certified Six Sigma Black Belt.

A Vision You Can Act On

by Ed Powers, Service Excellence Partners on 10/11/11

Over the years, I've seen mostly "ho hum," rambling, and ineffective vision statements. But there some have been notable exceptions:

To be America's best-run, most profitable automotive retailer. (Auto Nation)

We will be the easiest pharmacy retailer for customers to use. (CVS)

The best place to get care, the best place to give care. (Saint Luke's Hospital of Kansas City)

What makes these statements exceptional is that they're brief, clear, and motivating. They describe where the organization wants to go in a way everyone can understand. Effective organizations do more than simply write down their vision; leaders reinforce the vision continually through myriad signage, websites, newsletters, identification cards, performance appraisals, and staff meetings. Vision statement clarity and brevity enable better mass communication.

Great vision statements also aid strategic planning because they're tangible. Each example above implies performance gaps currently exist and must be overcome. For Auto Nation, it may be in its management system, product mix, or operating efficiency. For CVS, it could be a customer experience in need of reengineering. Strategic planning becomes easier and more relevant because its role is simply to describe "how" the organization intends to achieve its vision.

Vision also helps with implementation. People tend to resist change, but when they are clearer about the end goals and the reasons why change is necessary, they become more supportive. Leaders at Saint Luke's Hospital of Kansas City might answer an employee's challenge at any point, "Why are we doing this?" with "Because it helps us become the best place to get care, and the best place to give care." It's tough to argue against the vision, especially if the message is widely communicated and accepted.

Check your vision statement. Is it helping you get to where you really want to be?

AQA Special Announcements

Meet Our Newest Staff Member

Arizona Quality Alliance is pleased to welcome its new Administrative/Program Assistant, Lisa Rolland-Keith.

Lisa is a native Arizonan and an alumna of the University of Arizona, where she graduated magna cum laude with a degree in Media Arts. She served two terms as a HandsOn Phoenix AmeriCorps member placed at Valley Leadership, where she worked as a program assistant and supported the Valley Teen Leadership and Leadership Institute programs. After her service with AmeriCorps, she was hired as Valley Leadership's administrative assistant and communications coordinator. In addition to program and administrative functions, Lisa brings some design background to her new role at AQA. For the last two years, she has been providing design services for local consultants and nonprofits.



"I am excited to have Lisa join me in fulfilling the mission of AQA. She will be a great asset to AQA, and her skill sets will bring value to the organization!"

- Karen Shepard, Executive Director

Arizona Quality Alliance Has Moved

AQA would like to recognize and thank long-time partner MEP and their President/CEO, John Little, for the generosity of the donated office space we have occupied for the last few years. As both MEP and AQA move forward, we want to recognize their significant contribution to our organization.



We would also like to thank the Arizona Technology Council and their President/CEO, Steven G. Zylstra, for offering us a new office to call home.



Our new mailing address is:

**4025 E. Chandler Blvd. #70-F10
Phoenix, AZ 85048**

Our office is located in downtown Phoenix at Central and Washington.

Our phone number, **(480) 874-5815**, will remain the same, however, we will now only be using this main line. Our new fax number is **(602) 343-8330**. Please update this in your records.

Many thanks again to both MEP and Arizona Technology Council for their substantial support.

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

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

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