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Upcoming Events

October 11 — Benchmarking tour at Deer Valley Unified School District

October 17 – Panel of Judges Training

October 30 — Workshop: “Utilizing Your Feedback Report to Catapult Results”

November 7 – Panel of Judges Meeting

February 5, 2013 – Performance Excellence Awards Banquet



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 we look back on September and the close of Q3, it is apparent that things have been quite busy at the AQA. Our examiners have completed their very intensive training, and they have already completed site visits for the 2012 Performance Excellence Award applicants, which occurred in mid September and early October. In addition, AQA played the role of host for the Baldrige Regional Conference that took place on September 28, 2012. The event was a great success, and we are so pleased to have been a part of it!

Many of our previous Performance Excellence Award recipients had a unique opportunity to host visitors from Thailand preceding the Baldrige Regional Conference. We worked closely with Thomas Schamberger, Executive Director – Foundation for Malcolm Baldrige National Quality Award, Inc., to schedule site visits and presentations for September 25, 26, & 27, 2012 preceding the Conference. I would like to thank the following organizations for hosting and presenting to our visitors: Avnet, Inc., The Boeing Company, Deer Valley Unified School District, Scottsdale Healthcare, Sonora Quest Laboratories, and University of Phoenix.

At our July AQA Board of Directors meeting, we welcomed a new board member, Montie Schlotterbeck, from The Boeing Company. The Board members are looking forward to working with Montie over his three year term. I am also pleased to announce that the Vice Chair position on the Board of Directors has been filled. Congratulations to Joe Mihaljevich from Avnet, Inc. and thank you for your continued service!

Lastly, I would like to thank all of our members and sponsors for your continued support of the Arizona Quality Alliance and your commitment to quality improvement!

Jean Hammelev BS CT(ASCP) MBA/HCM
Executive Director Program Office & Quality
Sonora Quest Laboratories
Laboratory Sciences of Arizona
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Upcoming AQA Events & Opportunities

Featured on this tour will be DVUSD's award-winning Utility Management Process, for which they received AQA's Showcase in Excellence Award in 2011. You will hear from team members who designed the process as well as visit one of the schools where the process is being successfully implemented.

Deer Valley is the first school district in Arizona to embed quality tools and measurement from the classroom to the district to the boardroom. The systems approach to continuous improvement teaches students goal setting, putting them in charge of the results of their learning and ongoing measurement of progress towards academic goals and objectives. In order for a systems approach to be effective, it must be implemented from the superintendent level to the student level and at every level in between.

**Benchmarking Tour at Deer Valley Unified School District:
"Utility Management Process"**

Date: Thursday, October 11, 2012

Time: Noon-4:00 PM

Location: 20402 N. 15th Ave, Phoenix, AZ 85027

Cost to attend: \$50 AQA members/\$125* Non-members

*Fee includes individual membership to AQA

RSVP: [Register now](#)

Workshop: "Utilizing Your Feedback Report to Catapult Results"

Date: Tuesday, October 30, 2012

Time: 1:30-4:00 PM

Location: Scottsdale Unified School District Office
3811 N. 44th Street, Phoenix, AZ 85018

Presenter: Gloria Diaz from AHCCCS and a member of the
AQA Board of Overseers

Cost to attend: \$25 AQA members/\$45 Non-members

RSVP: [Register now](#)

Your organization may have applied for the AQA State Quality Award or Showcase in Excellence Award. You may have hosted a site visit for the team of examiners. You waited to receive your feedback report. The question is, once you receive your report, what do you do with it? How can it benefit you?

This workshop is intended to help current and previous award applicants understand their feedback report, analyze the comments, and

incorporate the feedback into their improvement efforts. Whether you are a current, previous or potential applicant, this workshop provides an immense value. As one of the most valuable tools gained through the Performance Excellence Program, learning to understand and incorporate the feedback report will help your organization maximize performance and catapult results.

2013 Award Banquet Date Announced!

Save the Date!

Join Arizona Quality Alliance February 5, 2013 for the Performance Excellence Awards Banquet!

The Performance Excellence Award Program is well underway, and in just a couple of months, we will be thrilled to reveal this year's award recipients. We invite you to save the date and plan to be at the Chaparral Suites Hotel in Scottsdale this February to celebrate the outstanding achievements of the organizations receiving the 2012 award.

Recipients will be announced in December, and registration materials will be made available shortly thereafter. We look forward to seeing you there!

For more about the Award Program, [click here](#).





Baldrige Regional Conference



Arizona Quality Alliance Welcomed National and International Leaders in Performance Excellence

During the last week in September, 2012, the Valley of the Sun hosted special guests from Thailand and New Zealand as well as visitors from across the United States— all here for the Baldrige Regional Conference and additional events. The Conference, put on by the Baldrige Performance Excellence Program and hosted by Arizona Quality Alliance, was held on September 28, 2012 at the Doubletree Resort by Hilton Paradise Valley in Scottsdale, Arizona, and featured Malcolm Baldrige National Quality Award recipients sharing their journeys in performance excellence.



Approximately 250 were in attendance. Preceding the Conference, the groups from New Zealand and Thailand met with local Quality leaders from companies and organizations throughout the Valley to explore best practices, knowledge and expertise in relation to productivity and innovation. The Alliance for Performance Excellence also held their Summit on Strategic Discussions September 26-27, before the Conference.

The New Zealand group, part of the Performance Excellence Study Awards (PESA) program, is a joint government/business initiative to foster the use of performance excellence criteria by New Zealand organizations. Since its formation, PESA has adopted the Malcolm Baldrige National Quality Award (MBNQA) criteria. Part of the NZ PESA program is an annual visit to study U.S. Baldrige and State award recipients with the aim of sharing knowledge and ideas.

The FTPI (Thailand Productivity Institute) also makes an annual journey to visit and study several state award recipient organizations, and this year they have selected Arizona. They worked directly with the Arizona Quality Alliance and the award recipients of their Governor's and Pioneer Awards for Quality along with Showcase in Excellence Award recipients to learn about specific process improvement methodologies that have helped their organizations achieve success.

"I've been proud to host so many individuals and organizations with a passion for quality, process improvement and excellence," stated Karen Shepard, executive director of the Arizona Quality Alliance.

The Baldrige Performance Excellence Program is the nation's public-private partnership dedicated to performance excellence, which seeks to improve competitiveness and performance in U.S. organizations for the benefit of all U.S. residents. The Baldrige Program manages the Malcolm Baldrige National Quality Award and develops and disseminates the evaluation criteria in an effort to raise awareness about the importance of performance excellence in driving the U.S. and global economy and recognizes national role models by honoring them with the only Presidential Award for performance excellence.

Baldrige Regional Conference Highlights

Here is a snapshot of conference-related events!

Alliance for Performance Excellence Strategic Summit, September 26-27



From left: Brian Lassiter, Alliance President & Director of Minnesota State Program; Representatives of the Michigan, Missouri & Indiana State Programs were recognized for having Baldrige National Quality Award recipients from their states; Bob Fangmeyer, Deputy Director of the Baldrige Performance Excellence Program (BPEP), reviews notes made by Alliance members; Alliance state director members discuss award tier levels & examiner training.

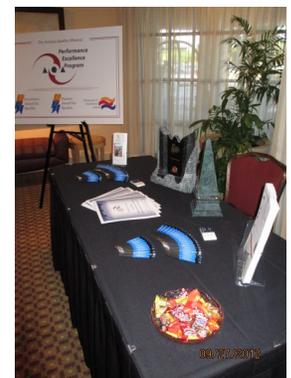
University of Phoenix's Regional Conference Reception, September 27



From left: The Director of the FTPI (Thailand Productivity Institute) and another attendee during the benchmarking tour of University of Phoenix (UPOX); UOPX President Bill Pepicello welcomes guests to the reception; the UOPX team; Amanda Freeman and Wayne Foraker; attendees on a tour of UOPX's "Classroom of the Future."

Baldrige Regional Conference, September 28

Clockwise from below: Opening Plenary Session of the Conference; Karen Shepard, AQA Executive Director, delivers opening remarks as event host; speakers from Iredell-Statesville Schools (North Carolina) present on how Baldrige has impacted their district; AQA's conference table; Rose Glenn, Henry Ford Health System (Michigan), presents "Engaging the Workforce Through Communication and Innovation."



Member Recognition

If your organization has news you would like to share in the AQA Quality Quarterly, please email the details to aqa@arizona-excellence.com.

Health Care Heroes

Health Care Education – Winner
Lauri Speirs, *Banner Health*



Health Care Volunteer – Winner
Randy Chenoweth, *Arrowhead Hospital*



Community Outreach – Finalist
Judy Darrh, *Banner Boswell Medical Ctr.*



[Click here](#) to see the full list of honorees.

Q

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Member Recognition (cont'd)

ACE Awards: Top 10 private Arizona companies by revenue

According to research conducted by the *Phoenix Business Journal*, one of our members was announced as the 2nd largest (by revenue) privately held company in Arizona.

Congratulations TriWest Healthcare on your success!



[Click here](#) to see the full list.

Thank you to 3 of our state Governor's and Pioneer Award for Quality recipients, in addition to 3 of our Showcase in Excellence Award recipients, who graciously agreed to share their experiences and insights with our Conference guests from Thailand Productivity Institute.



Boeing is proud to be a recipient of two AQA Showcase in Excellence awards.



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Baldrige & Alliance for Performance Excellence Updates



When it comes to your improvement journey, no matter what your needs or interests, the free Baldridge Resource Library (BRL), has something that can help. As you would expect, the Library includes hundreds of articles and references pertaining to each of the seven categories of the Baldrige criteria. But the extent of its capabilities extends well beyond that.

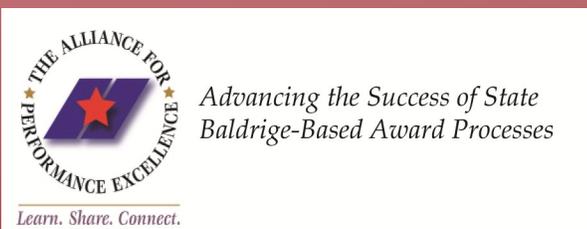
Applicants at all levels and stages can find useful guidance, whether they are looking for how to get started in using the Baldrige criteria, tips for writing an application or ways to effectively interpret and use their feedback report.

In addition, the Library contains numerous other articles, links and references including:

- Over 400 articles and references relating to various improvement tools and methodologies, including Lean, Six Sigma and PDCA.
- Hundreds of relevant articles for educators, both in K-12 as well as higher education.
- A broad range of articles for health care professionals, both in the hospital setting, as well as in individual practice, nursing homes, and hospices.
- Dozens of articles and references in industries and sectors as varied as manufacturing, transportation, retail, finance, food service and public administration.

The Library has easy search capabilities, either by industry, subject area or keywords, and the articles can be sorted by relevance. Its content is expanding constantly. Users also can contribute to the library by uploading articles of their own or links to other relevant sites. A one-time, registration will open up this stockpile of valuable information. Visit the BRL at <http://www.baldrigepe.org/brl/main.aspx> to see how this free resource can be of value to your organization.

[Click here](#) to access the Baldridge Resource Library



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

Baldrige & Alliance Updates (cont'd)

Reminder: Be Sure to Take Advantage of the (FREE) Baldrige in Education eLearning Program

Arizona Quality Alliance (AQA) is pleased to offer an outstanding and FREE development tool for use by local schools and educators. The Baldrige in Education eLearning Program is a web-based resource for educators that introduces users to the Baldrige Education Criteria for Performance Excellence. This self-paced curriculum will help education organizations improve performance and achieve sustainable results.



This online self-paced curriculum consists of nine brief modules—each about 15 minutes in length—and includes videos, articles and other best practice examples from K-12 and Higher Education Baldrige Award recipients.

The eLearning Program was developed to advance the awareness, knowledge, and understanding of Baldrige for the education community. It has been generously funded by the Baldrige Performance Excellence Program through the National Institute of Standards and Technology.

To Get Started:

1. [Click here](#) or go to www.BaldrigeEducation.org and click the "Register" button
2. Enter your information:
 - If you are the main point of contact for your educational institution and would like to register your school or organization, click "Organization Registration," and select Arizona Quality Alliance as the State Program under which you are registering.
 - If you are an educator registering with your institution, click "Educator Registration," select Arizona Quality Alliance from the State Program dropdown list, and then select your institution from the Organization dropdown list.
 - If you are registering as a new user but are not affiliated with any school or institution, follow the "Educator Registration" instructions above, but select Arizona Quality Alliance from both the State Program **and** Organization dropdown lists.
3. After you have completed the registration information and submitted it for approval, simply wait to receive email notification that you have been approved by your organization. The confirmation email will provide you with instructions on how to begin the program.

Questions? Call 480-874-5815 or email aga@arizona-excellence.com. We hope you enjoy the curriculum, and we strongly encourage all of our users to actively participate in the Arizona Quality Alliance.

This Program Brought to You by...

AQA would like to thank the Vermont Council for Quality for developing this online program for the benefit of educational institutions and educators nationwide. The program was launched thanks to grant funding received from the Baldrige Performance Excellence Program and is being successfully distributed through state and local members of the Alliance for Performance Excellence.



Baldrige Updates

Advance Notice for the Baldrige Community of Changes to Products & Services Offered by the Baldrige Performance Excellence Program

While federal appropriations previously allowed the Baldrige Program to offer the Criteria for Performance Excellence free of charge and to heavily discount Baldrige Award application fees, the federal government has scaled back spending and will no longer be financially supporting the program. The Baldrige Program's sustainability will now rely on recovering costs of producing the Criteria, running the national award program, and other program expenses through fees and support from the Foundation for the Malcolm Baldrige National Quality Award. Therefore, the Baldrige Program will charge fees for the 2013–2014 Criteria, and Baldrige Award application fees will increase.

2013–2014 Criteria for Performance Excellence

The costs of developing and distributing the Criteria, previously funded by federal appropriations, will now be supported by Criteria Fees. The basic fee for an electronic download of the Criteria will be \$10, and the basic fee for a printed copy will be \$25. Volume discounts will be available.

The Baldrige Program is working with Alliance for Performance Excellence representatives, including the Arizona Quality Alliance, to arrange access to the Criteria for Baldrige-based programs. Plans include providing a fixed number of printed and electronic copies of the Criteria for free and offering additional copies at a discount. The other Baldrige Enterprise partners, ASQ and the Foundation, are also part of discussions on pricing and distribution arrangements to ensure that costs are recovered.

Benefits for Criteria users are exponentially higher than the costs, direct and indirect. For example, a Thomson Reuters study showed that health care organizations that use the Criteria outperform their peers. Becker's Hospital Review considers winning the Baldrige Award—given to organizations that have used the Criteria to achieve performance excellence—as one criterion for being among the 100 best hospitals in the nation, and the Made in the USA Foundation considers winning the Baldrige Award one criterion for achieving Hall of Fame status—a recognition for those manufacturers that excel at job creation, U.S.A.-made products, and labor and environmental standards.

2013 National Award Process

The Baldrige Award process will also operate slightly differently, as organizations who wish to apply for the National Baldrige Award must first receive their state's highest-level award. Increased fees will also help to recover costs associated with administering the award process and reduce dependency on the annual financial commitment needed from the Baldrige Foundation. AQA's focus will remain the same, and for those interested in applying for the national award, AQA is here and ready to support you on your journey of excellence.

"Baldrige [is] THE way for our very good health system to get even better. . . For those considering the Baldrige framework, I want to testify to the magnitude of results you can achieve."

—Nancy Schlichting, CEO of Henry Ford Health System, a 2011 Baldrige Award recipient

"MidwayUSA has benefitted tremendously from Baldrige . . . : Our sales are up over 20 percent per year over the last five years. Our profits are up over 40 percent per year for that same time. Customer satisfaction at 93 percent is at an all-time high. Employee satisfaction at 82 percent is at an all-time high also. All the winds are blowing in the right direction at MidwayUSA and it's all because of our efforts in engaging the Baldrige Criteria."

—Larry Potterfield, CEO of MidwayUSA, a 2009 Baldrige Award recipient

Health Care Excellence: Guess What These Organizations Have in Common?

Posted on September 13, 2012 by Christine Schaefer

Christine works with the Baldrige Publications Management Team. She joined the program in 2005, after nearly 15 years of experience in nonprofit publishing, largely editing education-related periodicals and books. She has served as a leader for her team of editors and as a member of short-term and cross-team work groups on the Baldrige staff.

Christine received her bachelor's degree from the interdisciplinary Political & Social Thought Program at the University of Virginia, and received her master's degree from Georgetown University, where her studies and thesis were focused on social and public policy issues.

Everyone knows that U.S. hospitals and other health care organizations face many challenges these days. However, some are leading the way in meeting challenges such as improving the quality of care and cutting costs. Check out the results below—all achieved by U.S. health care organizations in recent years. Can you guess what the organizations have in common?



- **Excellent clinical care results:** scores in the 90th percentile on the Centers for Medicare and Medicaid Services core measures for pneumonia, heart failure, heart attack, and surgical care (Henry Ford Health System; learn more [here.](#))
- **Strong financial performance, despite severe challenges:** positive net operating income of greater than \$25 million per year from 2007 to 2010 despite adverse growth in uncompensated care from approximately \$130 million in 2007 to approximately \$200 million in 2010. And an “A1” bond rating from Moody’s (Henry Ford Health System; learn more [here.](#))
- **Few hospital-acquired infections:** overall infection rate at or below 1 percent since 2008, zero occurrences of postoperative infections from bariatric surgeries, zero ventilator-associated pneumonia cases since 2009, and very low numbers of central-line-associated bloodstream infections since 2008 (Schneck Medical Center; learn more [here.](#))
- **High patient satisfaction:** national (Press Ganey) ratings that meet or exceed top 10 percent or top 25 percent levels on nine of ten measures. (Schneck Medical Center; learn more [here.](#))
- **Significant improvements, leading to cost savings:** improved same-day access to care, leading to a 50 percent decrease in costly emergency room and urgent care visits; decrease in specialty care by about 65 percent; decrease in primary care visits by 36 percent; and decrease in hospital admissions by 53 percent. (Southcentral Foundation; learn more [here.](#))
- **Decreased staff turnover:** decreases in the overall turnover rate from 37 percent in 2008 to 17 percent in 2011 (Southcentral Foundation; learn more [here.](#))
- **Beneficial partnership with physicians:** enabling the organization to generate physician satisfaction at the 97th percentile and an increase in market share of 17 percent from 2006 to 2010 (Advocate Good Samaritan Hospital; learn more [here.](#))
- **Decreased patient mortality:** decrease in risk-adjusted mortality index from 0.73 in 2004 to 0.25 in 2010. (Advocate Good Samaritan Hospital; learn more [here.](#))

These organizations were guided by the leading-edge practices of the [Baldrige Health Care Criteria for Performance Excellence](#). Learn how your organization can become more competitive, too. [Get started here.](#) “Baldrige-light” options are also available through a [program near you.](#)

Downside Up - Managing Risks, Part 1

by Chuck Harrington (on 9/5/2012)

“A ship is safe in harbor, but that’s not what ships are for” [1]

For a business unit to be Sustainable, that is, to thrive in perpetuity [2] it is clearly necessary to manage the downside of business as well as the upside. In today’s globalized economy, where social impacts and environmental impacts must be managed along with increasingly complex economic issues, managing the downside goes far past insurance coverage. Managing risk does not mean eliminating risk, because opportunity is often the flip side of risk -- like the ship experiences at sea.

Last year, Greg Hutchins [3] made a presentation entitled Risk Management - The Future of Quality. He kindly provided a copy of the slides from his presentation, along with permission to quote. I take the pillars of his presentation to be:

- Businesses operate in an increasingly “VUCA” world, where Variation, Uncertainty, Complexity and Ambiguity too often prevail, and
- To cope with a “VUCA” world, risk management should follow the same course quality management has taken over the last quarter century. Four slides from Greg’s presentation illustrate the changes he recommends:



- ⇒ Volatility
- ⇒ Uncertainty
- ⇒ Complexity
- ⇒ Ambiguity

In essence, Greg borrows the structured, process focused, statistical approach that defines contemporary quality management and applies that approach to risk management. His presentation does a good job of introducing the concepts behind effective risk management. You might contact Greg through his website (www.qualityplusengineering.com) and request a copy of his slides.

The International Organization for Standardization (ISO) takes a similar approach in the ISO 31000 International Standard for Risk Management - Principles and Guidelines. Those familiar with the ISO 9001 standard for quality management systems will readily grasp its relation-

ship to the new ISO 31000 standard. However, unlike ISO 9001, ISO 31000 provides guidelines, not requirements. So, there is no need to be certified to ISO 31000. Also unlike ISO 9001, ISO 31000 does not require another documented management system. Rather, ISO 31000 recommends that risk management be fully integrated with existing management processes & systems.

The guts of ISO 31000 are the Risk Management Framework and the Risk Management Process. The Framework “provides the foundations and arrangements that embed (risk management) throughout the organization and at all levels”. The Framework deploys the Risk Management Process. The Risk Management Process consists of a series of steps: Establishing the Context, Risk Identification, Risk Analysis, Risk Evaluation and Risk Treatment. The Process serves to determine the actions to be taken to address risks as they are encountered.

Establishing a policy for addressing risks is central to all of this. The policy expresses the organization’s level of risk tolerance in such a way that authorized decision makers at all levels have a common basis for making decisions on risk. Keep in mind that risk management decisions are exercises in assessing probabilities, conducted in a “VUCA” atmosphere. Beware of assessing probabilities intuitively. Daniel Kahneman [4] won a Nobel Prize for his work on decision making. He found that the intuitive part of human thought just doesn’t handle statistical matters very well. Do the numbers.

[Click here](#) to visit Chuck’s blog and to read [Part 2 of “Downside Up.”](#)

A PDF of this post is available at http://app5.websitetonight.com/projects2/4/9/9/4/2164994/uploads/Blog_Post_-_Downside_Up_-_6_September_2012.PDF



2012 Arizona Quality Alliance Performance Excellence Program Schedule

Date	Who	Where	Task/Item
Oct 11	Interested parties	Deer Valley Unified School District Office	Benchmarking Tour at Deer Valley Unified School District: "Utility Management Process"
Oct 12	Examiners	AQA office	Draft Feedback Reports with mentor review due
Oct 17	Judges	Univ. of Phoenix, Phoenix	Panel of Judges Training
Oct 30	Current and Potential Applicants	Scottsdale Unified School District Office	Workshop: "Utilizing Your Feedback Report to Catapult Results"
Nov 7	Judges	Univ. of Phoenix, Phoenix	Stage 4 - Panel of Judges Meeting
Nov 8–25	Judges & Lead Examiners		Finalize feedback report
Nov 9–23	AQA		Stage 5 - Final Due Diligence conducted
Nov 26	Lead Examiners	AQA Office	Final Feedback Reports due
Nov 27–30	AQA		Applicants notification of selection/non-selection
Early Dec	AQA		News Release distributed reporting Recipients
Early–Mid Dec	AQA		Editing of feedback reports
Mid Dec	AQA		Feedback Reports provided to all applicants
Feb 5, 2013	AQA	Chaparral Suites, Scottsdale	Recognition Banquet for Recipients and Volunteers

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Partners



The 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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