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Upcoming Events

- Oct. 7—Board of Overseers Meeting
- Oct. 17—Panel of Judges Training
- Oct. 31—Benchmarking Tour of Scottsdale Healthcare**
- Nov. 4—Board of Overseers Meeting
- Nov. 6—Panel of Judges Meeting
- Nov. 12—ASQ Meeting: Tucson Section
- Nov. 13—Benchmarking Tour of Southern Arizona VA Health Care System**
- Nov. 25-29—Performance Excellence Program Applicants notified of selection/
non-selection
- Dec. 4—Board of Directors Meeting
- Feb. 4, 2014—Recognition Banquet for Recipients and Volunteers**



Jean Hammelev

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

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

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

As the end of September approaches and Q3 comes to a close, things have been quite busy at Southwest Alliance for Excellence (SWAE). Our new name is becoming more familiar with our members as we continue to create a new brand image. As I think about our tagline (Empowering Organizations to Improve Results), I reminisce about how SWAE has evolved over the past 10 years. Today we function as the local Baldrige arm for Arizona, Nevada, and Utah. What an honor to provide our services across three states while encouraging organizations to improve results.

Our Awards cycle for 2013 has been underway for a few months now and our examiners have completed their very intensive training. Site visits are underway, and our Judges will meet on November 6, 2013 to perform the task of identifying our 2013 award recipients. I would like to thank all of our volunteers for their continued service!

A special thank you to all of our members and sponsors for their continuing support of the Southwest Alliance for Excellence and their 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
Jean.hammelev@bannerhealth.com

Attend a Benchmarking Tour

We have two exciting opportunities coming up this fall to explore award-winning organizations that have gone above and beyond to improve their processes and commit to performance excellence. Don't miss one of these chances to benchmark an organization and take away great perspectives and advice that will benefit you on your performance excellence journey!

Go Behind-the-Scenes at Scottsdale Healthcare

Thursday, October 31, 2013
11:30 a.m.-3:00 p.m.

Register Now

Scottsdale Healthcare is a community-based, not-for-profit system and a leader in medical innovation, talent and technology.

On the tour, Scottsdale Healthcare will highlight its two processes that received 2012 Showcase in Excellence Awards:

- Pressure Ulcer Reduction Intensive Care Unit
- Nursing Units Storage Areas Standardization & Supply Scan

Hosted by Scottsdale Healthcare

Brady Conference Center,
Shea Medical Center
9003 E. Shea Boulevard, Scottsdale, AZ 85260

SWAE Members = \$50

Non-Members = \$125*

(Price includes workshop, tour & lunch)

*For non-members it also includes individual membership in SWAE for one year.

You will hear from Mike Hildebrandt, Associate Vice President, Supply Chain; Michele Fiore, Nurse Manager; Lottie Ottley, Nurse Manager; Mary Luster, Nurse Manager; and the teams they worked with on creating and implementing their award-winning processes. The tour will include the ICU and Nursing Supply Rooms to get a closer look at each process in action. Please contact us at info@swae.org with any additional questions.

Get an In-Depth Look at Southern Arizona VA Health Care System

Wednesday, November 13, 2013
1:30-5:00 p.m.

Register Now

The Southern Arizona Veterans Administration (VA) Health Care System (SAVAHCS) has provided comprehensive, world class health care to Veterans for over 80 years. The SAVAHCS is a tertiary care and teaching health care system with state-of-the-art technology, graduate medical education and research.

Hosted by SAVAHCS

3601 S. 6th Ave
Tucson, AZ 85723

SWAE Members = \$50

Non-Members = \$125*

(Price includes workshop, tour & refreshments)

*For non-members it also includes individual membership in SWAE for one year.

On this tour:

- Director Jonathan H. Gardner, MPA, FACHE will present "Our Baldrige Journey: Achieving Excellence Through Effective Strategic Planning."
- You will network and connect with other professionals from various industries.
- You will glimpse the full spectrum of SAVAHCS services as you tour their facilities, including:
 - ◇ Mental Health/Homeless
 - ◇ Outpatient Primary Care and Ancillary Services
 - ◇ Community Living Center
 - ◇ Reflections Room and Clinical Simulations Center
 - ◇ Southwest Blind Rehabilitation Center

Please contact us at info@swae.org with any additional questions.

Please Note our New Information

As most of you already know, Arizona Quality Alliance has re-branded and made many changes, including our name: **Southwest Alliance for Excellence!** In addition, our mailing address recently changed.

The old address was 4025 E. Chandler Blvd., #70-F10, Phoenix, AZ 85048.

The new address is **3961** E. Chandler Blvd., **Suite 111-334**, Phoenix, AZ 85048 (Note that only the street number and suite number have changed.)

Our phone and fax numbers remain the same.

Our email addresses, however, have also changed. They are:

Karen Shepard, Executive Director -- kshepard@swae.org

Lisa Rolland-Keith, Admin. Assistant -- info@swae.org

Our new web address is: www.swae.org



If you require a copy of the Articles of Amendment regarding our name change, please contact us, and we will be happy to provide it. Please forward this to any and all departments who would need to know this information, i.e. accounts payable, accounts receivable, etc.

Q UALITY

**Laboratory &
Information Services**



As a proud Gold Sponsor of the Southwest Alliance for Excellence, Sonora Quest Laboratories and Laboratory Sciences of Arizona provide comprehensive laboratory testing services; patient convenience; electronic connectivity solutions; and award-winning quality.



**Sonora Quest
Laboratories™**

SonoraQuest.com



**Laboratory Sciences
of Arizona**

Member Recognition

VALLEY LEADERSHIP CLASS 35

We are pleased to announce that one of our dedicated volunteers has been selected to participate in Class 35 of Valley Leadership's Leadership Institute. Congratulations to **Barbara Chatzkel**, who has been serving as a trainer, mentor and judge with Southwest Alliance for Excellence for several years.



In a quote from Tony Moya, Valley Leadership Board President, "These individuals were selected from a highly impressive and competitive pool of applicants, and we are confident that they will contribute to Valley Leadership's legacy of inspiring community engagement."

The nine-month institute begins September 2013 and offers increased awareness and understanding of our community, leadership skills development, opportunities for engagement, and a broader network of personal and professional relationships.

For more information, or to see the full class list, [click here](#).

HEALTH CARE HEROES

On August 29, the *Phoenix Business Journal* honored everyday heroes in the health care field who provide care, support and expertise in their respected areas. The 12th annual [Health Care Heroes Awards](#) recognized individuals in the health care industry who make a profound difference in people's lives. They come from a spectrum of sectors, from physicians and first responders to volunteers and innovators.



Congratulations to the following individuals from our member organizations who were named as finalists:

In the Lifetime Achievement category: Rhonda Anderson, *Banner Health*

In the Nursing Category: Joyce Schaffer, *Scottsdale Healthcare*

In the Physician Category: Daniel Brooks, Stephen Curry & Frank LoVecchio, *Banner Good Samaritan Poison and Drug Information Center*

2013 ARIZONA'S MOST ADMIRABLE COMPANIES

BestCompaniesAZ and *Arizona Business Magazine* honored 40 companies at the 2013 ["Arizona's Most Admired Companies"](#) award reception on September 11, 2013 at the Ritz Carlton in Phoenix.



**Arizona's
Most Admired
Companies**

AzBusiness bestcompaniesaz

Arizona's Most Admired Companies are selected based on how a company has performed in the following areas: workplace culture, leadership excellence, corporate and social responsibility, customer opinion and innovation.

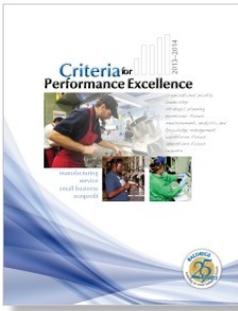
Congratulations to our member and Gold Sponsor **Sonora Quest Laboratories** for being one the 40 companies honored as well as one of the eight companies recognized with a "spotlight" award, which they received in the category of Leadership Excellence.



Baldridge & Alliance for Performance Excellence Updates



Learn. Share. Connect.



Access the 2013–2014 Baldridge Criteria for Performance Excellence

For 25 years, the Baldridge Criteria have empowered organizations—no matter their size, sector, or industry—to reach their goals, improve results, and become more competitive.

The 2013–2014 Criteria build on this tradition and feature a renewed focus on:

- innovation management, intelligent risk, and strategic priorities;
- social media;
- operational effectiveness; and
- work systems and core competencies.

The Criteria are a set of questions about critical aspects of managing and performing as an organization. These questions work together as a unique, integrated performance management framework.

[Purchase your copy today.](#)

There are three versions of the Criteria:

- [Criteria for Performance Excellence](#) (known as the Business/Nonprofit Criteria; for manufacturing, service, small business, nonprofit, and government organizations)
- [Education Criteria for Performance Excellence](#)
- [Health Care Criteria for Performance Excellence](#)

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)

Baldridge Impact Reports

The Baldridge Performance Excellence Program has released reports detailing the impact of each state program in the Alliance for Performance Excellence. The Alliance is a nonprofit network of national, state and local Baldridge-based award programs, including SWAE.

Here are some highlights from our Southwest states that participated in the national program in 2012:

Arizona

- 2 Arizona applicants for the Baldridge Award (2005-2012).
- 6 Baldridge examiners from AZ volunteered \$91,000 in services in 2012.

Utah

- 2 Baldridge examiners from UT volunteered \$30,000+ in services in 2012.

[Click here](#) to read the full Southwest Alliance for Excellence report.

[Click here](#) to access other state reports on the Baldridge web site.

The Baldridge Resource Library (BRL)

The BRL is a service of the Alliance for Performance Excellence.



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.

IT'S FREE! Use it to broaden your knowledge and improve yourself and your organization.

Use it! ... Share it! <http://www.baldrigepe.org/brl/>



Baldrige Updates

Baldrige on “Top 100” Lists

Two prestigious "top 100" lists highlight the impact of the Baldrige framework for performance excellence in U.S. health care today. Most recently, [Modern Healthcare's "100 Most Influential People in Healthcare"](#) list, released today, honors three leaders of Baldrige Award-winning health care organizations and a Baldrige Executive Fellow. Those voted to the 2013 list include Susan DeVore, president and CEO of [Premier Inc.](#), which won the Baldrige Award in 2006; Nancy Schlichting, CEO of [Henry Ford Health System](#), which won the Baldrige Award in 2011; James Skogsbergh, president and CEO of Advocate Health Care, the parent organization of 2010 Baldrige Award-winner [Advocate Good Samaritan Hospital](#); and Deborah Bowen, a [Baldrige Executive Fellow](#) who is president and CEO of the American College of Healthcare Executives. DeVore has made Modern Healthcare's annual list three times, Schlichting has made the annual list six times, and Skogsbergh has made the list twice.

What's more, Truven Health Analytics' [100 Top Hospitals, 20th edition](#) (PDF), released earlier this year, honors 14 hospitals that have received awards for practices and results aligned with the [Baldrige Criteria for Performance Excellence](#). Hospitals that have won the Malcolm Baldrige National Quality Award—as well as health care organizations that have won awards from Baldrige-based state and sector programs ([Alliance for Performance Excellence](#) programs)—made the 2013 list of the nation's 100 best hospitals based on measures that evaluate performance excellence in clinical care, patient perception of care, operational efficiency, and financial stability.

Using publicly available data, Truven Health says it learned that the best hospitals and health systems:

- Follow Baldrige practices closely
- Demonstrate excellence across the organization, delivering top-notch patient outcomes, keeping costs down and finances stable so that they can invest more back into patient care, following recommended processes and providing value to the community as a high-quality employer and trusted care partner
- Exhibit a culture of excellence and performance improvement that pervades every aspect of their organizations—from housekeeping to patient care to administration
- Have leaders with common approaches to management and organizational goal development

[Continue reading.](#)

Baldrige Updates

Should Shareholder Value be the only Measuring Stick?

Posted by Dawn Marie Bailey on [Blogrige](#)



Dawn Bailey

Dawn Bailey has been working with the Baldrige Program's Publication Management Team since 2002 as a writer/editor. She has worked on various projects, from case studies to Criteria for Performance Excellence production to CEO issue sheets, as well as on other Baldrige activities such as strategic planning and the Quest for Excellence Conference. She has also served as Team Leader and is delighted to work in an office with so many opportunities to cross-train and grow.

A recent article in *The Washington Post*—“Company Town’s Decline Reflects New Mantra: Shareholders First”—got me thinking.

The article begins with a look at Endicott, NY, where, in the 1980s, 10,000 IBM workers kept the upstate town thriving. Today, after years of layoffs and jobs shipped overseas, about 700 employees are left. On the other hand, investors in IBM’s shares have seen increasing gains.



Jia Lynn Yang writes, “It used to be a given that the interests of corporations and communities such as Endicott were closely aligned. But no more. Across the United States, as companies continue posting record profits, workers face high unemployment and stagnant wages.”

She goes on to say that a few decades ago, corporate America developed a belief that a company’s primary purpose is to maximize shareholder value. “Together with new competition overseas, the pressure to respond to the short-term demands of Wall Street has paved the way for an economy in which companies are increasingly disconnected from the state of the nation.”

In contrast, in 1963, IBM’s president and CEO, Thomas J. Watson, Jr., wrote that balancing profits between the well-being of employees and the nation’s interest is a necessary duty for companies. “We acknowledge our obligation as a business institution to help improve the quality of the society we are part of,” wrote Watson in IBM’s corporate values.

Obviously, the business world and global economy have changed since Watson’s time, and so has IBM stock performance, from a stock price of \$17.16 in 1980 to \$185.42 in 2013. So what’s the lesson here?

As I was pondering that question, I was reminded of the less-than-desirable trend of fewer manufacturers applying for the Malcolm Baldrige National Quality Award, a competition that assesses much more than shareholder value. The award is based on how an organization answers the requirements in the Criteria for Performance Excellence, which measure product and process results, customer-focused results, workforce-focused results, leadership and governance results, and, finally, financial and market performance. The Criteria address shareholders in regards to ethical interactions, their corporate stewardship responsibilities, and corporate leadership’s required accountability to them.

[Read the full post.](#)

The logo for Baldrige Coach, featuring the words "BALDRIGE" and "COACH" in a serif font, with a registered trademark symbol (®) next to "COACH". The logo is set against a white background within a dark blue rectangular frame.

BALDRIGE IN BRIEF

Accelerating Excellence™

Innovation and intelligent risk have taken on increasing importance in the Baldrige Criteria. While innovation has long been a part of the Criteria, even appearing in the higher levels of the Scoring Guidelines for Process Items, “intelligent risk” has emerged as a key element in Leadership, Strategic Planning, Workforce Focus, and Operations Focus. The term has also been added to the Glossary and now is included as part of the definition of “innovation.”

It’s probably worthwhile to note that “intelligent risk” first appears in the Criteria in one of the critical roles that Senior Leaders play – creating a sustainable organization. Intelligent risk is coupled with creating an environment for innovation. It’s hardly accidental that these two concepts require the business acumen and long-term focus of senior leaders. Why? The very notion of intelligent risk implies that some ventures may succeed while others may fail. Having an environment where failure isn’t tolerated will certainly result in a cautious workforce that waits to be told what to do rather than one that is engaged in achieving the strategic objectives of the organization.



In our work with the Baldrige program and several other Baldrige-based programs, we have the opportunity to review many applications and participate on some site visits. There is an obvious difference in those organizations where innovation is considered part of everyone’s job and intelligent risk-taking is encouraged. It’s very clear that these have nothing to do with titles and everything to do with attitude.

Many leaders struggle with balancing innovation against operating in highly regulated environments. But we have clients that have successfully navigated those waters by clearly identifying what cannot be compromised as opposed to the many areas that can be challenged for breakthrough improvement. One of them, the U.S. Army Armament Research, Development, and Engineering Center (ARDEC) was a 2007 Baldrige Award recipient. You can read about some of their impressive innovations in the profile on the Baldrige web site. http://www.baldrige.nist.gov/PDF_files/ARDEC_Profile.pdf

As a senior leader, you face increasing challenges in a rapidly changing environment. You need to leverage the insights and capabilities of everyone in your organization to be at the forefront of your industry. What actions will you take to create an environment that expects and celebrates innovation and genuinely accepts intelligent risk-taking?

Partner Opportunities

Accelerated Quality Improvement Offers Online PMP Exam Prep Training - Register Today!

If you are looking to stand out from the crowd, obtaining PMP® certification can elevate your status and generate a salary that far exceeds non-credentialed Project Managers.

Many Project Managers recognize the importance of PMP® Certification, but struggle to find the time to attend classroom training. Meeting the need for more convenient, high quality training options, AQI offers an affordable online PMP Exam Prep Training Program that can easily fit into your busy schedule. The course is completely web-based, in a self-study format and available online 24/7. It also includes an "Ask the Expert" function to answer course questions.



Participants successfully completing this program earn 35 Professional Development Units and are well prepared for the PMP® certification exam. Or, if you already have your PMP® certification, AQI offers a variety of other online Project Management courses and simulations to earn between 3.5-25 PDU's.

For registration information and to view AQI's full library of online courses [click here](#). Courses on Leadership, Management and Innovation are also available.

SWAE members can take advantage of a special 10% discount using DISCOUNT CODE AQA10 at the time of registration.



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




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SWAE Quarterly Newsletter Advertising Opportunities & Reservation Form

Promote Your Business!

Looking for a way to reach hundreds of business professionals with information about your business or organization? Consider purchasing ad space in the *Southwest Excellence Quarterly* - the Southwest Alliance for Excellence quarterly e-newsletter! Advertising opportunities start at \$75.

Name: _____ Title: _____

Company: _____

Address: _____ City: _____ State: _____ Zip: _____

Telephone#: _____ Fax#: _____

E-Mail address: _____

Advertising Rates

Ads should be in a jpeg format

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

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

Credit Card (A 3% service fee will be charged for credit cards)

Credit Card Type: Visa Master Card Amex (A 3% service fee will be charged for credit cards)

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

Name on Card: _____ Signature: _____

For Payment by Credit Card: You can **email this form to kshepard@swae.org**, **fax it to (602) 343-8330**, or **call (480) 874-5815**.

For more information, visit www.swae.org or call 480-874-5815.

WINTER ISSUE RESERVATION DEADLINE: December 19, 2013

2013 Southwest Alliance for Excellence Calendar

Date	Who	Where	Task/Item
Sep 23 - 27 Sept 30 - Oct 4	Examiners/ Mentors & Applicants		Stage 3 - Site Visits completed (Site Visit time based on applicant type)
Oct 17	Judges	Univ. of Phoenix, Phoenix, AZ	Panel of Judges Training
Oct 31	SWAE	Scottsdale Healthcare, Scottsdale, AZ	Benchmarking Tour
Nov 6	Judges	Univ. of Phoenix, Phoenix, AZ	Stage 4 - Panel of Judges Meeting
Nov. 13	SWAE	Southern Arizona VA Health Care System (SAVAHCS) Tucson, AZ	Benchmarking Tour
Nov 25 - 29	SWAE		Applicants notification of selection/non-selection
Mid Dec	SWAE		Feedback Reports provided to all applicants
Feb. 4, 2014	SWAE	Scottsdale, AZ	Recognition Banquet for Recipients and Volunteers

Thank You to Our Sponsors

Southwest Alliance for Excellence—formerly Arizona Quality Alliance—is a non-profit corporation that advances improvement and excellence in organizations, communities and individuals. To achieve our mission we will:

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

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