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## Upcoming Events

- Jan. 13—Board of Overseers Meeting
- Jan. 16—SWAE Information Session in Henderson, NV**
- Jan. 22—Board of Directors Meeting
- Feb. 4—Recognition Banquet for Recipients and Volunteers**
- Feb. 10—Board of Overseers Meeting
- Mar. 10—Board of Overseers Meeting
- Mar. 11—SWAE Performance Excellence Program Presentation at the ASQ Meeting: Tucson Section**
- Mar. 13—SWAE Performance Excellence Program Presentation at the ASQ Meeting: Phoenix Section**
- Mar. 18—SWAE Performance Excellence Program Presentation at the AZ Tech Council: Lunch & Learn**
- Mar. 26—Board of Directors Meeting



Jean Hammelev

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

Happy New Year! I am very pleased to say that this year; the Southwest Alliance for Excellence (SWAE) has done an excellent job of empowering organizations to pursue performance excellence & improve outcomes. SWAE has promoted and recognized performance excellence through events sponsored over the past year and through our Performance Excellence Program. The benchmarking tour offered to our members was excellent and resulted in a transparent sharing of best practices.

I am pleased to recognize Arrowhead Hospital, Deer Valley Unified School District, Laboratory Sciences of Arizona, Scottsdale Healthcare, Town of Gilbert Fire Department and the University of Phoenix as 2013 Performance Excellence Award Recipients! These organizations have achieved recognition for their respective quality efforts, and they will be recognized at our annual Performance Excellence Awards ceremony in February. I also offer a special thank you to our Board of Directors, valued Examiners, Board of Overseers, Team Mentors and our Panel of Judges for another excellent year of work! I hope you all will return and participate in the 2014 program!

2014 will allow us further opportunities to develop our strategy for incorporating our new service areas of Nevada and Utah. We will continue working on plans to become their recognized Baldrige based performance excellence alliance, and we will provide our services to empower organizations to pursue performance excellence, improve outcomes, and contribute to the economic strength of their respective communities and states.

Thank you for your continued support of the SWAE and your commitment to quality improvement!

A handwritten signature in black ink that reads "Jean Hammelev".

Jean Hammelev BS CT(ASCP) MBA/HCM  
Executive Director Program Office & Quality  
Sonora Quest Laboratories  
Laboratory Sciences of Arizona  
[Jean.hammelev@bannerhealth.com](mailto:Jean.hammelev@bannerhealth.com)

*"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

## Announcing the Award Recipients of the 2013 Performance Excellence Program

On December 11, 2013, Southwest Alliance for Excellence (SWAE) announced the seven recipients of the 2013 Performance Excellence Awards.

The Performance Excellence Program recognizes 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.

### Congratulations to our 2013 Performance Excellence Award Recipients:

#### Pioneer Award for Quality:

Arrowhead Hospital



#### Showcase in Excellence Awards:

- Deer Valley Unified School District – *“Training New Certified Employees to Maintain a Continuous Improvement Culture”*
- Laboratory Sciences of Arizona/Banner Health – *“Molecular Identification of Staphylococcus aureus from Positive Blood Cultures”*
- Scottsdale Healthcare – *“Door to Balloon: 60 is the New 90”*
- Town of Gilbert Fire Department – *“Electronic Patient Care Reporting”*
- University of Phoenix – *“Official Online Degree Conferral Process”*
- University of Phoenix – *“Transcript Acquisition Process”*



“SWAE is proud to continue empowering organizations to pursue performance excellence, improve outcomes and contribute to the economic strength of their community and state. We are proud to continue over two decades of the Performance Excellence Award Program, one of the best methodologies available to develop a higher level of organizational performance.”

-- Karen Shepard, Executive Director of Southwest Alliance

Applications for the 2014 program will be available in late Feb. 2014.

### Join us for the 2013 Performance Excellence Awards Banquet!

**Date:** Tuesday, February 4, 2014

**Time:** Luncheon 11:30 AM-1:30 PM

**Location:** Chaparral Suites Resort, 5001 N. Scottsdale Road, Scottsdale, AZ 85250

For more information, download our [event flyer](#), visit [www.swae.org](http://www.swae.org), or contact us at 480-874-5815.

Register Now

## Thank You to Our Gold Sponsor

We would like to recognize and extend our special thanks to Sonora Quest Laboratories/Laboratory Sciences of Arizona for their support over the last four years as a Gold Sponsor of Southwest Alliance for Excellence. The Gold Sponsorship level is a \$25,000 contribution, and we are deeply grateful for SQL/LSA's generous support.

Since 2003, SQL/LSA has been a recipient of our Pioneer Award for Quality, our Governor's Award for Quality, and several Showcase in Excellence Awards. They have been recognized by the *Phoenix Business Journal* as one of the Best Places to Work for six consecutive years, and they were also named as one of the top 40 "Arizona's Most Admired Companies" in 2013 by BestCompaniesAZ and *Arizona Business Magazine*.

Thank you to Sonora Quest Laboratories/Laboratory Sciences of Arizona for your continued support of Southwest Alliance for Excellence and for all the work you are doing in the community!



**Q** **U** **A** **L** **I** **T** **Y**

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## Member Recognition

The *Phoenix Business Journal's* Best Places to Work award program highlights Valley companies with great workplace practices whose operations are changing the business landscape. The 100+ organizations who made the list are doing their best to foster a fun and healthy workplace. [Read more.](#)



Congratulations to **Sonora Quest Laboratories/Laboratory Sciences of Arizona** for being recognized as one of the *Phoenix Business Journal's* Best Places to Work for 2013:

**Extra Large Category—**  
*This is also the 6th consecutive year they've been recognized*



## Examiner Accolades

**Adison Jobe**—Adison recently received his Black Belt certification from TPMG. His service as a SWAE Examiner on a full application completed the requirements for his Black Belt project. Adison works for Mesa Community College.

**Cherryl Paul**—As of 12/07/2013 the national-level Certification Board of ASQ named Cherryl an ASQ-Certified Quality Improvement Associate, or ASQ CQIA. This level of recognition indicates her proficiency in and comprehension of basic quality principles and practices. Cherryl works for Deer Valley Unified School District.



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




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## Baldrige & Alliance for Performance Excellence Updates



Learn. Share. Connect.

### National Baldrige Recipients

On November 13, 2013, U.S. Commerce Secretary Penny Pritzker announced that three U.S. organizations will receive the 2013 Malcolm Baldrige National Quality Award, the nation's highest Presidential honor for performance excellence through innovation, improvement and visionary leadership. All of this year's winners are from the health care and education sectors.

The 2013 Baldrige Award recipients--listed with their category--are:

- [Pewaukee School District](#)--Pewaukee, Wisconsin (education)
- [Baylor Regional Medical Center at Plano](#)--Plano, Texas (health care)
- [Sutter Davis Hospital](#)--Davis, California (health care)

"I am happy to congratulate the 2013 Baldrige Award recipients, three organizations that are leading innovative practices, dynamic management, sound financial performance, outstanding employee and customer satisfaction, and a solid commitment to excellence and proven results," said Secretary Pritzker. "The Baldrige program has had a tangible impact on the success of thousands of organizations worldwide and our nation's economy, and the winners announced today will undoubtedly continue that legacy and serve as role models for their peers in the health care and education sectors."

The 2013 Baldrige Award recipients were selected from a field of 22 applicants that were evaluated rigorously by an independent board of examiners in seven areas defined by the Baldrige Criteria: leadership; strategic planning; customer focus; measurement, analysis and knowledge management; workforce focus; operations focus; and results. An organization may compete for the award in one of six categories: manufacturing, service, small business, health care, education and nonprofit (including government agencies).

[Continue reading...](#)

### Baldrige Guest Submissions

[Baldrige.com](#) welcomes guest contributions to their column "Voices in the Field."

Excerpted from the site: "Baldrige is all about learning and sharing. Share your lessons learned with us, including how you used the Baldrige Criteria, addressed challenges, or how you achieved success. Whatever the lesson or tip related to Baldrige, we believe that most lessons have universal benefit across sectors, across large and small organizations, and around the world."

To share your voice and insights, follow these guidelines:

- Post between 300 and 500 words.
- Write from your perspective. It is okay to use the word "I."
- Your writing must be original and never have been published before on the Internet.
- You can include a link in your byline, which will be displayed at the bottom of the article.
- You cannot promote your services or those of your clients. This doesn't mean that you can't talk about an issue or event in your work experience or cite a client example to illustrate a point. It just means no marketing.
- Readers enjoy seeing a photo of the author. Please send a jpg or gif file.
- If your article is accepted, you will receive notice of when to expect publication.

To submit an article that meets these guidelines, e-mail it to [mbrennan@baldrigefoundation.org](mailto:mbrennan@baldrigefoundation.org).

### The Baldrige 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

### 2014 Malcolm Baldrige National Quality Award Applications

Applications are now being accepted for the 2014 Malcolm Baldrige National Quality Award, the nation's highest Presidential honor for performance excellence. Organizations can apply for awards in three business sectors--manufacturing, small business and service--along with health care, education and nonprofit (including government agencies).

All applicants will be evaluated rigorously by an independent board of examiners in seven areas defined by the Baldrige Criteria for Performance Excellence: leadership; strategic planning; customer focus; measurement, analysis and knowledge management; workforce focus; operations focus; and results.

Forms and guidance for applying for the 2014 Baldrige Award are now available from the Baldrige Performance Excellence Program at [www.nist.gov/baldrige/enter/how\\_to\\_apply.cfm](http://www.nist.gov/baldrige/enter/how_to_apply.cfm).

- To purchase the 2013-2014 Criteria, go to [www.nist.gov/baldrige/publications/criteria.cfm](http://www.nist.gov/baldrige/publications/criteria.cfm).
- To determine whether or not an organization is qualified to compete for the Baldrige Award, go to [www.nist.gov/baldrige/enter/eligible.cfm](http://www.nist.gov/baldrige/enter/eligible.cfm).
- For more information on the Baldrige Performance Excellence Program and the Baldrige Award, see [www.nist.gov/baldrige](http://www.nist.gov/baldrige).
- For assistance with applying for the 2014 award, call the Award Process Hotline at 1-877-237-9064, option 3.

[Continue reading...](#)



### Baldrige Performance Excellence Program has a New Director

Robert (Bob) Fangmeyer, deputy director of the Baldrige Performance Excellence Program (BPEP) at the National Institute of Standards and Technology (NIST), has been selected to be the program's new director. He will be only the third director to lead the BPEP since its establishment by Congress in 1987. Fangmeyer has served as acting director since his predecessor, Harry Hertz, retired in June, 2013.



Fangmeyer started with the BPEP in 1997, holding multiple positions that increased in scope and responsibility over time: staff member, supervisory business specialist, team leader, senior staff-program analyst, deputy director and acting director. He has played a leading role in the development of the Baldrige Criteria, the creation of the program's executive fellows program, and in Baldrige international activities. Fangmeyer has helped lead the Baldrige Program's efforts to transform its business model, business plan and organizational relationships as the program has transitioned over the past year to be fully funded by the private sector. He also has represented the program as a speaker at national and international events, and is the primary liaison to the network of Baldrige-based state and local award programs. [Continue reading...](#)

## Baldrige Updates

### More than One Hundred Examples of Excellence

Posted by *Christine Schaefer* on [Blogrige](#)



*Christine Schaefer*

Christine is on the Education Team of the Baldrige Program, which she joined in 2005, after nearly 15 years of experience in nonprofit publishing. She loves working with the Baldrige Program not only because it means being part of a professional community of learners, but also because of the variety of opportunities to write and edit publications and serve in other capacities, including public outreach, the Baldrige Award process, and volunteer training. Christine 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.

There is something about reaching the number “100” that seems to inspire celebrations. The news media often fetes senior citizens on their centenarian birthdays. Many organizations host 100th-anniversary events to mark their century milestones. And on a personal note, my five-year-old has lately been counting up to and down from 100 in anticipation of annual festivities for the “100th Day of School.”



This year, the Baldrige Program, too, has a noteworthy 100 to celebrate: more than 100 Malcolm Baldrige National Quality Awards have now been earned, providing the nation with role models in every sector of the U.S. economy. Here are the three organizations that have raised the number of Baldrige Awards to more than 100:

[Pewaukee School District, Pewaukee, WI \(education\)](#)

[Baylor Regional Medical Center at Plano, Plano, TX \(health care\)](#)

[Sutter Davis Hospital, Davis, CA \(health care\)](#)

As with winners of the previous 99 Baldrige Awards (including six that earned the distinction twice), profiles and contact information for the three 2013 Baldrige Award recipients are posted on our Web site [here](#). Additional highlights of their achievements and journeys to excellence are often shared in blog posts [here](#).

You can also learn directly from the 2013 Baldrige Award recipients by attending their presentations—covering every category of the Criteria for Performance Excellence—at the Baldrige Program’s [Quest for Excellence® conference](#) in Baltimore next April. Please join my daughter in the countdown to that best-practice-sharing event; by the end of this month, it will be fewer than 100 days away!

[Read the full post.](#)

The logo for Baldrige Coach, featuring the words "BALDRIGE" and "COACH" in a blue, serif font, with a registered trademark symbol (®) next to "COACH". The logo is set against a white background within a dark blue rectangular frame.The header for the "Baldrige in Brief" section, with "BALDRIGE IN BRIEF" in a large, bold, blue, sans-serif font, and "Accelerating Excellence™" in a smaller, italicized, blue, sans-serif font below it. The background is a light blue gradient.

Although “Focus on the Future” has long been one of the Core Values of the Baldrige Criteria for Performance Excellence, “sustainability” wasn’t added to the Glossary until 2005. Where the Criteria once had only a few references to sustainability, the 2013-2014 Criteria ask Senior Leaders to define their role in creating a sustainable organization, require strategy considerations to include risks to the organization’s sustainability, and expect that key work processes not only lead to customer value but organizational success and sustainability.



Why the emphasis on sustainability? If you compare the Fortune 500 companies in 1955 against those that appeared in 2011, only 67 companies appeared on both lists. Almost 87 percent of the companies have either gone bankrupt, merged, went private, or have fallen out of the top Fortune 500. That magnitude of change in formerly large, successful companies demonstrates the vulnerability of organizations facing unforeseen changes in technology, competitive forces, economic conditions, and other factors impacting sustainability.

What can we learn about sustainability from some Baldrige Award recipients? Paul Worstell, retired CEO of Pro-Tec Coating Company, a 2007 Baldrige Award recipient in the Small Business Category, describes their initial reaction to the economic slowdown and collapse of the U.S. automotive market in September 2008 in one word: panic. However, the senior leaders “practiced Baldrige” and stayed the course with a systematic approach, an engaged workforce, and continued focus on the organization’s mission, vision, and values. As a result, they continued to support customers, develop new products, incur zero injuries, and remain profitable all without laying off a single employee. They emerged a stronger organization and are now in the process of completing a \$350 million project that will greatly expand their facilities and enable them to offer state-of-the-art materials for their demanding customers.

A 2012 Baldrige Award recipient in the Manufacturing Category, Lockheed Martin Missiles and Fire Control, has maintained a major global market position in each of its key lines of business despite a shrinking market. In the recent, extended economic downturn, it sustained growth over the past four years with its leading market share.

Henry Ford Health System, a 2011 Baldrige Award recipient, not only weathered the difficult economic storm by maintaining a positive net operating income of greater than \$25 million per year from 2007 to 2010 despite significant increases in uncompensated care, its community support efforts contributed an overall economic benefit to the hard-hit southeast Michigan area of \$5.8 billion in 2010.



## BALDRIGE IN BRIEF

Accelerating Excellence™

MidwayUSA, a 2009 Baldrige Award recipient in the Small Business Category, demonstrated a 2008 sales growth rate nearly three times higher than its number one competitor. Larry Potterfield, Founder and CEO of MidwayUSA, is vocal in his belief that Baldrige benefits the competitiveness of U.S. organizations. In October 2013, he and his wife, Brenda, announced that they had made a restricted gift to the Foundation for the Malcolm Baldrige National Quality Award in the amount of \$1 Million. The gift is to be awarded to the first Missouri K-12 public school district to apply for and receive the Baldrige National Quality Award.

“Learning and applying the leadership and management principles from Baldrige has significantly affected the performance of MidwayUSA,” said Larry. “We believe Baldrige can do the same for education, so this is our way of sharing our success and giving something back – in support of public education.”

Mesa Products, Inc., a two-time Baldrige Award recipient in the Small Business Category (2006 and 2012) has doubled in size since 2006. Its growth rate during this same time period exceeded its closest competitor by almost 40 percent. In 2012, Mesa led its closest competitor in 20 out of 20 performance attributes according to a third-party survey. This resulted in an industry benchmark in the top 1 percent.

If you read more about these organizations, it’s possible to distill their keys to sustainability even in difficult times. They all exhibit:

- Strong senior leaders who demonstrate W. Edwards Deming’s “constancy of purpose”
- An unwavering focus on delivering value to their customers
- A commitment to continued investment in their engaged workforce
- A focus on the future – beyond the shorter-term challenges facing them

So... will 2014 be your time to strive – or time to thrive? The Baldrige framework could be the differentiator for you and your organization.

2014 is an exciting milestone for BaldrigeCoach. We will celebrate 25 years in business and are proud to demonstrate the sustainability of our commitment to all things Baldrige.

## Partner Opportunities

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

Accelerated Quality Improvement (AQI) offers you the chance to stand out from the crowd through PMP® certification that can elevate your status and generate a salary that far exceeds non-credentialed Project Managers.



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. Upon completion, you will earn 35 Professional Development Units and be 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 that earn between 3.5-25 PDU's. Courses on Leadership, Management and Innovation are also available.

To register or to explore AQI's full library of online courses [click here](#). SWAE members can take advantage of a special 10% discount using DISCOUNT CODE **AQA10** at the time of registration.

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### TPMG's Offers a New Online Training Menu

You have a vision of what you want your organization and career to become, and TPMG's purpose is to help you make it happen! Through their new online training facility, Training Camp™, TPMG Educational Services provides an exceptional means for you and your organization to achieve your skill building and learning objectives. You receive high quality dynamic training and certification packages that will enable you to build your credentials, increase your market value, and expand your professional network.



They also feature blended learning opportunities that include multimedia applications, live workshops and online coaching and mentoring. So come and explore the learning opportunities for your future at: [www.helpingmakeithappen.com/onlinetraining.html](http://www.helpingmakeithappen.com/onlinetraining.html)

Current E-Learning Opportunities\*:

- [Lean Six Sigma Service Excellence Black Belt Certification](#)
- [Lean Six Sigma Service Excellence Green Belt Certification](#)
- [Balanced Scorecard Strategy and Performance Management Certification](#)
- [Lean Six Sigma Excellence in Healthcare Delivery Black Belt Certification](#)

\* Members of Southwest Alliance for Excellence receive a 10% discount, please inquire with the SWAE at (480) 874-5815 or [kshepard@swae.org](mailto:kshepard@swae.org).



# 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: \_\_\_\_\_

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### Advertising Rates

*Ads should be in a jpeg format*

		Sizes	Prices
<input type="checkbox"/> Full Page	(color)	7 ½ X 9 ¾	\$550
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<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](mailto:kshepard@swae.org)**, **fax it to (602) 343-8330**, or **call (480) 874-5815**.

For more information, visit [www.swae.org](http://www.swae.org) or call 480-874-5815.

**SPRING ISSUE RESERVATION DEADLINE: March 19, 2014**

## 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.

### Gold Sponsor



### Bronze Sponsors



### Copper Sponsor

Copper-level sponsorships are available. Contact Karen Shepard for more information at [kshepard@swae.org](mailto:kshepard@swae.org) or 480-874-5815.

### Partners



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