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Upcoming Events

- June 19—Examiner Stage 1 Training: Independent Review
- July 9-10—Examiner Stage 2-3 Training: Consensus & Site Visit
- July 11—Completed Organization & Process Level Applications due to SWAE**
- July 14—Board of Overseers Meeting
- July 17—Lead Examiner training
- July 23—Board of Directors Meeting
- August 6—Site Visit workshop “What to Expect from Your Site Visit”**
- August 11—Board of Overseers Meeting
- September 24—Board of Directors Meeting
- September 22-October 3—Site Visits



Jean Hammelev

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

Thank you all for your ongoing support of the Southwest Alliance for Excellence (SWAE) as we continue to “Empower Organizations to Improve Results”! As the first half of 2014 comes to a close, I wanted to share some of the exciting things that are happening at SWAE as summertime approaches.

“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

A number of organizations have submitted their Intent to Apply forms for the 2014 Performance Excellence Program. Please remember that completed applications are due by July 11, 2014. Our new and returning examiners are participating in training, and our applicants are busy putting the final touches on their award applications. The awards process is a great learning experience for participants and the organizations they represent. Good Luck to all of our 2014 applicants!

Lastly, thank you for your continued support and interest in the Southwest Alliance for Excellence and your commitment to quality improvement! Enjoy your summer!

A handwritten signature in black ink that reads "Jean Hammelev". The signature is fluid and cursive, with a long horizontal stroke at the end.

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

Program Updates

Our 2014 Performance Excellence Program cycle is already well underway, with Intent to Apply forms submitted and two examiner trainings already completed. The trainings have been going well, and we are enjoying working with over 40 examiners from all industries, with five joining us from Utah and one from Nevada.

We would like to thank our talented and dedicated trainers Heather Mock, Sandy Kube, Stacy Harley, Amanda Freeman, Jane Humble, Courtney Ophaug, and Chris Lockwood for their invaluable service to the program. We would also like to thank Deer Valley Unified School District offices for generously hosting us in their conference rooms.

If you are an organization who submitted an Intent to Apply, remember that applications are due to the SWAE offices by July 11, 2014. Together, let's continue to make it a fantastic program year!

Member Recognition

CONGRATULATIONS TO THIS YEAR'S 40 UNDER 40

We'd like to celebrate our member organization whose employee made *The Phoenix Business Journal's* 2014 Class of 40 Under 40. Congratulations to Rebecca Armendariz and her employer, **Banner Health**.



The 40 Under 40 are leaders are working to inspire, provoke, motivate, challenge, and encourage the Valley's business community. All the honorees were celebrated at an evening awards and networking program on Thursday, June 19. [Click here](#) to see the full Class of 2014 or to learn more about the event.

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



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The Value of Belonging...

"WHAT DO WE WANT OUR ORGANIZATION TO BE? WHAT WILL SUCCESS FOR OUR ORGANIZATION LOOK LIKE?"

Southwest Alliance for Excellence (SWAE) can help you answer these questions and more through our approach to organizational assessment, performance and the development of best practices. As stated by one of our members, "Participation in SWAE will strengthen your organization's awareness of quality performance and enhance your competitive market position." If you want your organization to exude excellence and a progressive culture, then it is important to immerse your organization in a community that works toward the same shared vision. Explore all that Southwest Alliance for Excellence has to offer:

WE ARE YOUR TIMELY RESOURCE FOR ACCURATE AND INNOVATIVE INFORMATION

Access to Best Practices – Southwest Alliance for Excellence focuses on:

- Best practices employed by health care, education, government and private sectors.
- Relevant learning opportunities.
- Benchmarking tours and networking opportunities as well as workshops on the Performance Excellence Program.

Tools you can use:

- Review key points from the Baldrige Criteria and Resource Library.
- Visit the Case Studies and Awards portion of the website to find creative solutions and innovative practices.
- Use our e-learning program as a professional development and training tool for your organization.

EVERYONE IN EVERY DEPARTMENT CAN BENEFIT

Your Entire Organization Belongs – Membership in SWAE is unique, in that:

- Every employee in your organization can benefit from SWAE services.
- We support participation of employees at all levels and from all departments.
- We will help you develop and support a culture of excellence throughout your organization.

Tools you can use:

- Contact SWAE to host a personalized forum about the benefits of belonging.
- Register additional staff so they can begin to receive information and participate.

USE SOUTHWEST ALLIANCE FOR EXCELLENCE SERVICES AND YOU WILL SEE THE DIFFERENCE

Tangible Improvements – You can benefit from measureable organizational improvements by:

- Saving money by completing in-house projects with information that SWAE provides.
- Accessing practical ideas, suggestions and programs in use by progressive organizations.
- Replicating and reinventing service improvements used by other organizations.

Tools you can use:

- Participate in the Performance Excellence Program to improve your organization's processes.
- Attend the Performance Excellence Program Awards Banquet to hear best practices of award recipients that can be implemented in your organization.

CONNECTING MEMBERS IS WHAT WE DO BEST

Knowledge Network of Members – We are made up of a wide network of organizations:

- Members value receiving information as well as sharing their innovative best practices.
- We connect you to organizations that have similar interests.
- Through SWAE Ambassadors, we focus on you as a unique organization.

Tools you can use:

- Sign up for informational e-blasts and newsletters.
- Contact SWAE to be connected to appropriate members and ambassadors.

Site Visit Workshop

Mark Your Calendars for Our August Site Visit Workshop

"What to Expect from Your Site Visit"

Date: Wednesday, August 6, 2014

Time: 1:00-3:30 PM

Location: Sonora Quest Laboratories
1275 W. Washington Street
Tempe, AZ 85281

Cost to attend: \$25 SWAE members/\$40 Non-members

RSVP: For more information or to register, contact us at 480.874.5815 or info@swae.org.

Brief Overview: This workshop will focus on how a Performance Excellence Program applicant can successfully prepare for a Process Level or Organization Level Application site visit from an examination team. We will focus on the preparation required by the applicant and tips to ensure a successful visit. Learn more about the site visit process and what to expect when the examination team presents at an applicant's location. In addition, a panel of past recipients and examiners will share key learnings from their individual perspectives.



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Baldridge & Alliance for Performance Excellence Updates



Learn. Share. Connect.

Baldridge Guest Submissions

Baldridge.com welcomes guest contributions to their column "Voices in the Field."

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

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

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.baldridgepe.org/brl/>

New Data Analysis Finds Baldridge Framework Improves Management

A recent study, "Insights from the Baldridge Award Item-Level Applicant Scoring Data," found strong evidence of scoring reliability as well as validity in the use of the Baldridge [Criteria for Performance Excellence](#) framework as a management system. The analysis of University of Cincinnati professor James R. Evans and doctoral student Feng Mai provides insights on the progress of performance excellence efforts across multiple sectors of the U.S. economy. The researchers also investigated trends and inter-industry differences.

"The results support the use of the Baldridge model as a template for enhancing quality management in organizations," they write. "Since their launch, the Baldridge Criteria have served as a quality management assessment tool for a large number of organizations."

Evans and Mai took both longitudinal and cross-sectional views of Criteria item-level scoring data of applicants for the Malcolm Baldridge National Quality Award from 1991 to 2006; the Baldridge Performance Excellence Program blinded and released the [scoring data](#) in 2011. The authors analyzed applicant data within each sector (manufacturing, service, small business, nonprofit, education, and health care) and across sectors.

They found that in the Criteria categories 1 (Leadership) and 5 (Workforce Focus) applicants scored consistently across industry sectors, while scores in the other categories (Strategic Planning, Customer Focus, and Operations/Process Management) varied. The authors suggest that this finding is not surprising, as "Leadership and Workforce (human resource) issues have been traditional components of management practice in all organizations for more than a century, while the other categories . . . developed and matured much more recently."

[Continue Reading](#)



Baldrige Updates

President's Council Recommends Building on the Baldrige Award for U.S. Health Care

On May 29, the President's Council of Advisors on Science and Technology (PCAST) released a report to President Obama, [Better Health Care and Lower Costs: Accelerating Improvement through Systems Engineering](#) (PDF) that calls out the Malcolm Baldrige National Quality Award as an opportunity "for raising awareness of performance excellence" in U.S. health care.

According to the report, "Health and Human Services and the Department of Commerce should build on the Baldrige awards to recognize health-care providers successfully applying system engineering approaches."

In its [fact sheet](#) (PDF), PCAST offers seven recommendations, "all of which support and reinforce each other as components of a strategy to improve the quality of delivery of health care and the health of Americans through systems engineering." The Malcolm Baldrige National Quality Award was specifically called out in recommendation 6: "Establish awards, challenges, and prizes to promote the use of systems methods and tools in health care."

Read a blog by Baldrige Director Robert Fangmeyer about [how the Baldrige Criteria provide exactly the holistic, systems approach](#) to excellence that the PCAST report recommends.

Read the full report [Better Health Care and Lower Costs: Accelerating Improvement through Systems Engineering](#) (PDF).

Value of Baldrige Criteria Affirmed at Conference of U.S. Health Care Executives

U.S. hospitals and other health care organizations can raise the quality of health care while reducing costs by improving their performance using the [Baldrige Criteria for Performance Excellence](#) as a complement to accreditation standards, affirmed key presenters at a recent conference of American health care executives.

The Baldrige framework is aligned with the standards of The Joint Commission—the Illinois-based accrediting body that influences U.S. health care quality through its role in accrediting thousands of health care organizations and programs. Due to their alignment, the Baldrige Criteria and The Joint Commission standards can be used together to advance organizational improvement and excellence, according to presenters at the American College of Healthcare Executives (ACHE) 2014 Congress on Healthcare Leadership in Chicago last week.

At the meeting, leaders of North Mississippi Health Services (NMHS), a 2012 Baldrige Award recipient, presented how they have used both the Baldrige Criteria and The Joint Commission standards to improve their organization's performance. Rodger Brown, NMHS vice president, said his organization has utilized The Joint Commission standards and Baldrige Criteria in a "relentless pursuit of excellence" by its 6,200 employees and 491 physicians across 113 facilities, including 6 hospitals, 4 nursing homes, and multiple outpatient and support locations. He identified differentiators of NMHS's performance as systematic, aligned, and deployed processes, with ongoing cycles of improvement, in accordance with the Baldrige Criteria and aligned with the accreditation principles. [Continue Reading](#)



Baldrige Updates

2014 Baldrige Regional Conferences

Join us at the [2014 Baldrige Regional Conferences](#) and take home solutions to help your organization achieve breakthrough performance and results. The conferences will be held:

September 9, 2014

Sheraton Gateway Los Angeles
Los Angeles, CA

September 23, 2014

Doubletree by Hilton Bloomington-
Minneapolis South
Minneapolis, MN



Attend and engage with [current and former Malcolm Baldrige National Quality Award recipients](#) and take part in:

- An in-depth plenary session featuring the senior executives of the 2013 recipients – [Pewaukee School District](#) and [Sutter Davis Hospital](#). Gain insights on world-class leadership.
- More than 15 management sessions to choose from. Learn real-world best practices, hear how the Baldrige Award recipients address issues affecting today's managers and leaders, and engage in the discussion.
- Numerous opportunities to network with the Baldrige Award recipients and leading practitioners who use the [Baldrige Criteria](#) on a daily basis to improve their organizations.

Just getting started on your Baldrige journey? Join us for an optional Pre-Conference Workshop for Baldrige Beginners on September 9 in Los Angeles and September 23 in Minneapolis.

[Conference registration is now open -- register today!](#)

Who Should Attend: CEOs, senior managers; education, health care, and government/nonprofit leaders and professionals; directors of staff functions; heads of operating units; and quality/performance improvement practitioners.

Co-sponsored by the Baldrige Performance Excellence Program, the [California Council for Excellence](#), the [Minnesota Performance Excellence Network](#), and the [Alliance for Performance Excellence](#).

Baldrige Updates

It Started with Anesthesia

Posted by Harry Hertz, the “Baldrige Cheermudgeon” on [Blogrige](#)



Harry Hertz

Harry Hertz, the self-proclaimed “Baldrige Cheermudgeon” is Director Emeritus 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.

Harry’s favorite aspects of the Baldrige Program are: (1) the opportunity to interact with leading thinkers from all sectors of the U.S. economy who serve as volunteers in the Baldrige Program and who represent Award applicants at the forefront of the never-ending journey to performance excellence, and (2) the intellectual challenge of synthesizing ideas from leading thinkers into a set of continuously revised Criteria for Performance Excellence, that always mirror the “leading edge of validated management practice.”



A question I frequently get asked is whether the use of the [Baldrige Criteria for Performance Excellence](#) has to start with adoption at the senior leader level of the whole organization. The simple answer is that it is wonderful if it starts there, but that is not necessary. A Baldrige effort (journey) frequently starts with a single business unit or department. If that department has cross-functional responsibilities, it is even better because then partners need to get involved. While initial results may not impact the whole organization, the results certainly can benefit the organization and many of its customers.

This is all background for discussing a recent article by Brett Simon (a current Baldrige Executive Fellow) and Sharon Muret-Wagstaff (a current Baldrige Judge), entitled, [“Leading Departmental Change to Advance Perioperative Quality.”](#) The article is about organizational learning and improving performance outcomes. The work initiated in the anesthesia department at Beth Israel Deaconess Medical Center of Harvard Medical School.

The research by Muret-Wagstaff and Simon relied on a model with three building blocks: (1) Leadership that reinforces learning; (2) A supportive learning environment; and, (3) Effective, concrete learning processes and practices. The anesthesia department used these building blocks to establish a cross-functional partnership to achieve perioperative performance excellence, a goal that serves both departmental and interdepartmental goals. The authors established a leadership team comprised of senior members from anesthesiology, surgery, nursing, orthopedics, and obstetrics and gynecology.

Recognizing a need for leadership and spread across facilities, the program leaders created a pilot course in Leadership in Anesthesiology with the Sloan School of Management faculty at MIT. Leaders draw on the Baldrige Criteria and the balanced scorecard to align strategy and goals and to balance focus on patients and other stakeholders.

Chartered teams are used to address individual 90-day improvement plans. In the first three years, this performance improvement model has achieved process improvements in quality, safety, and patient and family experiences. Furthermore this approach to infrastructure, systematic processes, and interdisciplinary learning and improvement engendered an increasingly receptive culture.

The outcomes provide a compelling case proof to the success that can be achieved by building a Baldrige-based performance management system from within an organization with opportunities, in this case, for patient-centered improvements and organizational spread.

As one participating anesthesiologist noted, “Instead of pointing fingers at each other we are sitting down and saying, ‘We can figure out how to improve this together.’ It’s a mind shift.” [Go to Blogrige](#)

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

BALDRIGE IN BRIEF

Accelerating Excellence™

We regularly talk with senior leaders who express interest in applying for the Baldrige Award or an award from one of the Baldrige-based programs. After several discussions, the majority of them get “cold feet” and back away from even starting the journey to Performance Excellence. The most frequent reason we’re given is that the organization isn’t “ready” yet. In her book, *On Becoming Exceptional: SSM Health Care’s Journey to Baldrige and Beyond*, Sister Mary Jean Ryan says, “CEOs tell me that they are not quite ready to take the plunge and they are waiting to apply. I say, ‘You will never be ready. So you might as well do it when you’re not ready.’”



Another reason we hear is that something incredibly urgent is going on in the organization. While that might be a reason to postpone submitting an application, it is certainly no reason not to start the journey. Using the Baldrige Criteria as a framework for creating an integrated management system that aligns all the people in the organization with what is most important is a profound way to ensure the achievement of that urgent objective.

How can you get started? There are multiple options presented on the Baldrige Program website: www.nist.gov/baldrige/enter/new.cfm. Another way is to attend one of the upcoming Baldrige Regional Conferences where Baldrige Award recipients share their stories of their journeys: www.nist.gov/baldrige/regionals/index.cfm. There are Baldrige-based programs available in nearly every state. To find yours, click on your state map on this link: www.baldrigepe.org/alliance/.

The important step is the first one. A quote from Mark Twain and another from Walt Disney say it best. “The secret of getting ahead is getting started.” and “The way to get started is to quit talking and begin doing.” To decide the best way for you and your organization to get started, visit us at www.baldrigecoach.com.



SWAE Quarterly Newsletter Advertising Opportunities & Reservation Form

Promote Your Business!

Looking for a way to expand your reach to other business professionals for a low cost? Consider purchasing ad space in the *Southwest Excellence Quarterly*—the Southwest Alliance for Excellence quarterly e-newsletter! Advertising opportunities start at \$75.

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Advertising Rates

	<i>Ads should be in PDF or JPEG</i>	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

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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.

FALL ISSUE RESERVATION DEADLINE: September 19, 2014

2014 Program Calendar

Date	Who	Where	Task/Item
June 19 7:30 AM – 5 PM	All Examiners	DVUSD, Phoenix & Webinar	Examiner Stage 1 Training Session (Offered via webinar; ALL examiners MUST take June 19 (tentative - includes initial Software training)
July 9-10	All Examiners	DVUSD, Phoenix & Webinar	Examiner Stage 2 & 3 Training Session – 2 days / both days mandatory (Offered via webinar)
July 11	Applicants	SWAE Office	Completed Awards Applications due
July 14-17	SWAE		Selection of Examination Teams, Leads & Mentors
July 17	Lead Examiners & SWAE	Webinar	2-3 hours Lead & Software Training; Site Visit Responsibilities; and initial applicant contact
July 18	SWAE		Distribute applications and supporting materials to examination teams
July 21- Aug 10	Examiners		Stage 1 - Independent Review of Applications
Aug 6	Applicants	Sonora Quest Labs	Workshop – “How to Prepare for a Site Visit” (1:00pm-3:30pm)
Aug 11- Sept 14	Examiners & Mentors		Examiners Stage 2 – Team Meeting (1-2 days) & Consensus report completed
Sep 15	Lead Examiners	SWAE office	Consensus scorebooks & scoring sheets with mentor review due
Sep 15-21 or 28	Examiners & Mentors		Site Visit Preparation
Sep 22-26 & Sep 29- Oct 3	Examiners/Mentors/ Applicant		Stage 3 - Site Visits completed (Site Visit time based on applicant type)
Oct 17	Examiners	SWAE office	Draft Feedback Reports with mentor review due
Oct 23	Judges	TBD	Panel of Judges Training
Nov 12	Judges	TBD	Stage 4 - Panel of Judges Meeting
Nov 13 – 21	Judges & Lead Examiners		Finalize feedback report
Nov 13-21	SWAE		Stage 5 - Final Due Diligence conducted
Nov 24	Lead Examiners	SWAE Office	Final Feedback Reports due
Nov 25 - 28	SWAE		Applicants notification of selection/non-selection
Early Dec	SWAE		News Release distributed reporting Recipients
Early-Mid Dec	SWAE		Editing of feedback reports
Mid Dec	SWAE		Feedback Reports provided to all applicants
Jan. 2015	SWAE	TBD	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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