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Upcoming Events

- September 24—Board of Directors Meeting
- September 22-October 3—Site Visits
- Oct. 6—Board of Overseers Meeting
- Oct. 13-17—Lean Six Sigma BB Training for Healthcare
- Oct. 23—Panel of Judges Training
- Nov. 10—Board of Overseers Meeting
- Nov. 10-14—Lean Six Sigma BB Training for Healthcare
- Nov. 12—Panel of Judges Meeting
- Nov. 20—ASQ Meeting: Salt Lake City Section
- Nov. 25-28—Performance Excellence Program Applicants notified of selection/
non-selection
- Dec. 3—Board of Directors Meeting
- Dec. 8—Board of Overseers Meeting
- Jan. 27, 2015—Recognition Banquet for Award 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 continue to be busy at the Southwest Alliance for Excellence (SWAE). SWAE continues to function as "Your Baldrige Resource in the Southwest"! We have been sponsoring workshops and training throughout the year and we look forward to continuing to provide this service to our members as well as those just beginning their journey of excellence.

One of our offerings, the Performance Excellence Program, has been underway for a few months now and our examiners have completed their very intensive training program. Site visits are in progress and our Judges will meet in November to perform the task of identifying our 2014 award recipients. We will announce our 2014 Award recipients in late November. I would like to thank our staff and all of our volunteers for their continued services!

This quarter brought staffing changes to our SWAE organization. We said goodbye to Lisa Rolland-Keith, our Administrative Assistant. Lisa was far more than our Administrative Assistant. She performed tasks that truly improved our organization and our practices. Although we will miss her, we also had a chance to congratulate her and her husband on the birth of their handsome baby boy on August 31st! In August, we welcomed our newest staff member, Kristy Marshall. Kristy has taken on the role of Program and Communications Director for the SWAE. We are looking forward to working with Kristy in her new role.

A special thank you to all of our members and sponsors for their continued support of the Southwest Alliance for Excellence and their commitment to quality improvement!

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

What's New at SWAE

Link to us NOW!

SWAE now has a company LinkedIn Account! This change will allow our page to be more interactive for our followers. To stay connected with SWAE on LinkedIn [click here](#) to follow us on our new page. **If you have already linked to our previous page you MUST follow us on our new page to stay in touch, as our old page will be deleted in the coming months.**



Lean 6 Sigma Training for Healthcare Professionals

The Lean Six Sigma BB “in classroom” training is fast approaching! For the training to proceed there must be at least 10 spots reserved by September 30th.

SWAE invites you to take advantage of the upcoming Lean Six Sigma Excellence in Healthcare Delivery Black Belt Certification Training in Phoenix. This session will be put on by The Performance Management Group (TPMG), and SWAE members will receive a special discount.

When:

*Week 1: October 13-17, 2014

*Week 2: November 10-14, 2014

Where: University of Phoenix - Main Campus
1625 W. Fountainhead Pkwy. Tempe, AZ 85282



Candidates learn the principles and applications that help hospitals and clinics implement a culture of continuous improvement and use lean methods and practices like the Toyota Production System.

Candidates will learn to:

1. Prioritize lean and continuous improvement projects.
2. Use standard process improvement methodology to improve healthcare delivery costs by 20%-30%.
3. Use continuous improvement methods to help improve patient satisfaction.
4. Use Lean 5S, Value Stream Mapping, and other lean process activities to improve operational efficiency.
5. And much more!

Black Belt Training Fee: (includes manual, certification test & software)

Early Registration: \$3,000.00*/candidate (Early registration deadline 3 weeks prior to the 1st day of the event)

Regular Registration: \$3,500.00*/candidate

***If you are a SWAE member, mention it at registration, and you will receive a 10% discount.**

To register and learn more: Contact Karen Shepard at kshepard@swae.org or 480.874.5815

Mark Your Calendars - October is AZ Manufacturer's Month

For the second consecutive year, Governor Jan Brewer will show her support for the Manufacturers of Arizona by designating October as Arizona Manufacturer's Month.

RevAZ, a program of the Arizona Commerce Authority (ACA) in partnership with the Arizona Manufacturers Council, Arizona Technology Council and the Arizona Tooling & Machining Association will be working with our partners to promote the Manufacturing Month through events, meetings, various communications and earned media. This is an excellent opportunity to increase awareness of the many diverse manufacturers operating in Arizona and highlight the incredible level of activity surrounding manufacturing taking place in our state on a daily basis. All events held during the month will be located on one centralized website www.manufacturingrevolution.com.

SWAE's Manufacturing members include:



Honeywell



Raytheon

SWAE's New Partnership with BIEN (Building an International Economic Network)

Have you ever questioned if you are making the right supplier connections? Expanding business connections and finding opportunities to grow business can be challenging— especially for small and medium sized enterprises.



The Maricopa Association of Governments (MAG) and its partners have launched a first-of-its-kind website that allows companies in Arizona, Mexico and Canada to directly connect with each other. Using a comprehensive database, you can search for compatible companies that you might now otherwise have known existed.

Participation in the database is free & it is easy to register your business, if you're interested in learning more, click [here](#) to connect with BIEN. The website is hosted by MAG in cooperation with the Arizona Commerce Authority, US Commercial Service & other strategic partners including the Southwest Alliance for Excellence, chambers of commerce & industry groups.

SWAE's New Program & Communications Director

The Southwest Alliance for Excellence would like to welcome Kristy Marshall to the SWAE team! Kristy's background is in nonprofits, program planning, event management and community development. She will be handling all of our communications, examiner training and other seminars and workshops.



Member & Volunteer Recognition

On August 7, 2014, The American Business Women’s Association (ABWA) named Barbara Chatzkel, President of New River Group, one of the Top Ten Business Women of the Year—part of a national program that honors 10 outstanding members for achieving excellence in career, education and community involvement.



Barbara is a member of the Panel of Judges for the Southwest Alliance for Excellence (SWAE), a Board member of the National Hospice Regatta Alliance (NHRA), a member of the Advisory Board of Veterans First Limited, and a graduate of Class 35 Valley Leadership. Barbara holds a master's degree in Public Administration from Golden Gate University and a bachelor's degree in Political Science from Harpur College of the State University of New York at Binghamton. She is well-known as an expert in business body language and her book, *Business Body Language: Your Visual Business Card*, will be available in early 2015.

Card, will be available in early 2015.

She is current President of the ABWA Valley of the Sun Express Network, one of five local chapters in the Phoenix metro area. ABWA meetings include business presentations, time to form relationships with other attendees, and a focus on education and giving back to the community.

Congratulations Barbara!



“Honoring the State’s Largest & Liveliest Private Companies”

Congratulations to SWAE Member :



A Subsidiary of Laboratory Sciences of Arizona



David Dexter, CEO

Member & Volunteer Recognition continued

Healthcare Heroes

We are proud to share with you 3 of our members who are honorees of the Phoenix Business Journal's 2014 Healthcare Heroes Award.

Health Care Volunteer

Samuel (Sam) Allen, Banner Health
Joan Keffeler, Banner Alzheimer's Institute

Nursing

Holly May, Abrazo Health - Arrowhead Hospital



Best companies AZ has nominated 3 of SWAE's members as recipients of Arizona's Most Admired Companies for 2014. These Arizona organizations have earned a place at the top by excelling in the following areas: Workplace Culture, Leadership Excellence, Social Responsibility, Customer Opinion and Innovation. Considered the most comprehensive and prestigious corporate awards program in Arizona, Arizona's MAC program recognizes the contributions and impact these "most admired companies" bring to the state.



Affiliates of Scottsdale Lincoln Health Network

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 measurable 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.



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.baldrigepe.org/brl/>

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

Baldrige Updates

Impact of Baldrige Leaders in Health Care Highlighted in Top-100 List

Modern Healthcare's annual [100 Most Influential People in Healthcare](#) list includes six U.S. health care leaders with direct connections to the Baldrige Program, highlighting the continued impact of the Baldrige framework for performance excellence in U.S. health care today.

The list, released August 25, honors the leaders of four Baldrige Award-winning health care organizations and two Baldrige Executive Fellows.

Leaders of Baldrige-Award winning health care organizations voted to the 2014 list include

Rulon Stacey, chair of the [Baldrige Board of Overseers](#) that advises the Baldrige Performance Excellence Program and also president and CEO of Fairview Health Services; formerly president and CEO of [Poudre Valley Health System](#) (PDF), which won the Baldrige Award in 2008

Susan DeVore, president and CEO of [Premier Inc.](#) (PDF), which won the Baldrige Award in 2006

James Skogsbergh, president and CEO of Advocate Health Care, the parent organization of 2010 Baldrige Award-winner [Advocate Good Samaritan Hospital](#) (PDF)

[Continue reading.](#)



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Baldrige Insights

What Does Craigslist Have to Do with the Baldrige Criteria?



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.”



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

The people who placed classified advertisements on Craigslist, the online advertiser, collectively saved \$5 billion from 2000 to 2007, according to a recent study by Robert Seamans (New York University) and Feng Zhu (Harvard Business School). Those \$5 billion in lost revenues for other advertisers caused major turmoil for local newspapers,

which are struggling to find a sustainable revenue model. How many of the newspapers saw this coming? How many of them had developed strategic plans that anticipated this sea change in their revenue structure? In terms of business planning, this new use of the web was a true blind spot for many local newspapers. They had failed to look outside their industry for this new and threatening substitute offering.

This example gives me a perfect opportunity to discuss strategic blind spots. Blind spots have been an ongoing challenge for organizations since the term was first introduced in the Baldrige Criteria for Performance Excellence nearly a decade ago, in the 2005 Criteria. Criteria users are frequently unsure of what we mean by blind spots and how they can attempt to avoid them. The newspaper example provides a simple illustration of a blind spot and what it can do to an organization’s business model.

Let’s start with a definition. The Oxford Dictionary of American English defines a blind spot as “an area in which a person lacks understanding or impartiality.” The same definition can be applied to organizations that lack understanding or impartiality when it comes to unanticipated changes. The challenges are to avoid the pitfalls that encourage blind spots, to proactively understand your environment, and to build this understanding into your strategic thinking and strategic alternatives. I will focus on these three challenges.

Pitfalls that Encourage Blind Spots

I characterize common pitfalls that lead to blind spots into four categories:

1 Blind Faith: This pitfall is frequently seen in well-established organizations with a rich set of experiences. Such organizations are frequently hierarchical in structure and full of rules to guide actions. Faith in authorities (especially organizational leaders) and in tried-and-true organizational rules can lead to missing key opportunities or not even seeking them.

[Go to Blogrige](#)



BALDRIGE IN BRIEF

Accelerating Excellence™

We recently stumbled across a phrase that has captivated us. Theranos' mission is "to make actionable information accessible to everyone at the time it matters most." <http://www.theranos.com/our-company> It's pure genius, and here's why.



Actionable – All of us are bombarded by information throughout our day. Our first filter is relevancy. "Does this matter to me?" "Is it something I care about?" The second filter is often one around its ability to inform our decision making. "What can I do with what I now know?" "What should I do with this?" Information that isn't actionable is like a guitar with no strings – interesting to contemplate, but not useful.

Accessible – Information that is difficult to get to, hoarded as a power play, or buried under minutiae represents lost opportunity. The addition of "to everyone" in the mission statement creates anxiety in the minds of a lot of senior leaders. However, in his book, *The Great Game of Business*, Jack Stack described the approach of open-book management as the way to engage and empower employees. His rationale was that his employees couldn't make good decisions that impacted the success of the business if he didn't share the facts and figures associated with the operations. These included the detailed financial and customer-related data. Information that isn't accessible is like a guitar in a locked case – the potential is there, but there's no music being made.

Timeliness – Information that isn't available when critical decisions need to be made is worse than simply useless. Resources were expended to acquire the information, but if it isn't available in a timely manner, those resources were wasted. Real-time decision making is an attribute of dynamic dashboards used in many Baldrige Award recipients. One of our clients, Lockheed Martin Missiles and Fire Control (a Baldrige Award winner in 2012), has a sophisticated data and information management system that even detects and reacts to weather and geographical disturbances affecting its international supply chain. Information that isn't timely is like a guitar that shows up after the jam session has finished.

When you consider the information in your organization, you might benefit from assessing it in these three characteristics: actionable, accessible, and timely. If any one of those characteristics is missing, you've identified a powerful opportunity for improvement!



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.

Name: _____ Title: _____

Company: _____

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

Telephone#: _____ Fax#: _____

E-Mail address: _____

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

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, 2014

2014 Program Calendar

Date	Who	Where	Task/Item
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	AZ Tech. Council Office	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. 27, 2015	SWAE	Chaparral Suites, Scottsdale	Recognition Banquet for Recipients and Volunteers



Don't forget to [click here](#)
for our new LinkedIn Company page!

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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