AQA Quality Quarterly

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Upcoming Events

January 14 – Board of Overseers Meeting
January 17 – AQA Info Meeting—Las Vegas, NV
January 23 – AQA Board Meeting
February 5 – Performance Excellence Award Banquet
February 11 – Board of Overseers Meeting
March 11 – Board of Overseers Meeting
March 13 – AQA/Intel (MAPS) Mentoring Program Showcase
March 14 – AQA/ASQ Meeting—How to Drive Improvement in Your
Organization (Information on the Performance Excellence
Program)
March 19 – AQA/AZ Tech Council Lunch & Learn—Performance Excellence
Award Program
March 26 – AQA/Intel (MAPS) Mentoring Informational Meeting
March 27 – AQA Board Meeting
Letter from the Chair of the AQA Board of Directors

Happy New Year! I am very pleased to say that in 2012, the Arizona Quality Alliance (AQA) has done an excellent job of empowering organizations to pursue performance excellence & improve outcomes. The AQA has promoted and recognized performance excellence through numerous events sponsored over the past year and through our Performance Excellence Award process. The benchmarking opportunities for our members grew and this resulted in a transparent sharing of best practices.

As the 2012 award recipients were recently announced, I am pleased to recognize the Southern Arizona VA Health Care System, Arrowhead Hospital, Banner Health, Maricopa County Department of Transportation, Rio Salado College, Scottsdale Healthcare, and the University of Phoenix as our 2012 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 banquet on February 5, 2013. I also offer a special thank you to our valued Examiners, our Board of Overseers and our Judges for another excellent year of work! I hope you all will return and participate in the 2013 program!

2013 will be another busy year for our organization as we have taken on the added responsibility of providing our services to the states of Nevada and Utah. We will be creating plans to become their recognized performance excellence program, and we will provide our services to empower organizations to pursue excellence, improve outcomes, and contribute to the economic strength of their respective communities and states. We are very excited to have this opportunity as no performance excellence program was present in either state for quite some time.

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

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

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

— David A. Dexter, President & CEO, Sonora Quest Laboratories
Announcing the 2012 Arizona Performance Excellence Award Recipients

On December 4, 2012, the Arizona Quality Alliance announced the recipients of the 2012 Performance Excellence Awards.

The Performance Excellence Award 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.

The 2012 Performance Excellence Award Recipients are:

**Pioneer Award for Quality Recipient:**
Southern Arizona VA Health Care System

**Category Award for Excellence* Recipient:**
Arrowhead Hospital
*Category 4 “Measurement, Analysis, and Knowledge Management”*

**Showcase in Excellence Awards:**
Banner Health—“Reducing Elective Deliveries Less than 39 Weeks”
Maricopa County Department of Transportation—“Pavement Management Program”
Rio Salado College—“Course Lifecycle Process”
Scottsdale Healthcare—“Nursing Units Storage Areas Standardization & Supply Scan”
Scottsdale Healthcare—“Pressure Ulcer Reduction Intensive Care Unit”
University of Phoenix—“Practitioner Doctoral Dissertation Review Process”
University of Phoenix—“University Orientation Workshop”
University of Phoenix—“Student Official Transcript Request Process”

“AQA 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 celebrating our 20th anniversary 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 AQA

Applications for the 2013 program will be available in late Feb. 2013.

Join us for the 2012 Performance Excellence Awards Banquet!

**Date:** February 5, 2013
**Time:** Luncheon 11:30-1:30
**Location:** Chaparral Suites Resort, 5001 N. Scottsdale Road, Scottsdale, AZ 85250

Additional information about the Awards is available at [arizona-excellence.com](http://arizona-excellence.com) or by calling 480-874-5815.
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** (for education organizations) - coming mid-January
- **Health Care Criteria for Performance Excellence** (for health care organizations) - coming mid-January

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**The Baldrige Resource Library (BRL)**

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

What is the Baldrige Resource Library?
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.

**PURPOSE**

1. To answer the question for those newly introduced to the Baldrige Criteria – “Where do I find out more?”
2. To serve as a repository of articles, podcasts, and videos about organizational improvement, quality methods, and leadership approaches that help change organizations.

**IT’S FREE!** Use it to broaden your knowledge and improve yourself and your organization. Use it! ....... Share it with others!.......Put it on your website and in newsletters!

Fill in the Blank: Baldrige Is (Still) the Answer

Posted by Christine Schaefer on Blogrige

As the Baldrige Program has begun celebrating its 25th anniversary, I recently had an opportunity to review documents from the early years. One of the Baldrige Foundation’s first brochures about the Malcolm Baldrige National Quality Award features a plethora of testimonials from prominent business and political leaders. I thought it might be fun to share a few of these by making them fodder for round 2 of a game you may have played here last summer. As you may recall, the object is to fill in the blank between the brackets below—and, if you are so inclined, to consider the enduring value of the Baldrige Award to the U.S. economy.

1. “A commitment to excellence in manufacturing and services is essential for the well-being of the U.S. economy and our society. The Malcolm [ ] National Quality Award will help stimulate this process for the pride of recognition and for the resulting competitive edge of greater profitability.” —John H. Hudiburg, Chairman, Florida Power & Light Company

2. “The Malcolm [ ] National Quality Award accelerates the pursuit of ever-increasing quality—the path to assure U.S. leadership in the global economy through the skillful dedication to quality of all U.S. citizens. Although the economic benefits are enormous, more important is the quality of American life based on each individual’s commitment to excellence.” —Sanford N. McDonnell, Chairman, McDonnell-Douglas Corporation

3. “The Malcolm [ ] National Quality Award will send a clear signal to the American people and to our trading partners that the American commitments to excellence and achievement are stronger than ever.” —Senator Bob Graham

4. “We have to encourage American executives to get out of their boardrooms and onto the factory floor to learn how their products are made and how they can be made better.” —Malcolm [ ], Secretary of Commerce 1981–1987

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.
Baldrige Updates

**Baldrige and Health Care: New Survey Reaffirms a Proven Partnership for Success**
From *NIST Tech Beat: December 4, 2012*

For the second time in two years, Truven Health Analytics, a major health care survey research and data analysis organization, has linked hospitals that adopt and use the Baldrige Criteria for Performance Excellence to successful operations, management practices and overall performance.

The close relationship between top-performing hospitals and the Baldrige Criteria was a significant finding of a recently published survey of chief executive officers at hospitals that were recognized as one of Truven Health's 100 Top Hospitals award winners in 2012. The new affirmation of the Baldrige impact on health care re-emphasizes the results of an October 2011 study, also by Truven Health Analytics (then known as the health care business of Thomson Reuters), that found hospitals that had won the Baldrige National Quality Award or been considered for a Baldrige Award site visit outperform other hospitals in nearly every metric used to determine the 100 Top Hospitals. Continue reading…

**Four U.S. Organizations Honored with the 2012 Baldrige National Quality Award**
Silver Anniversary Group Features Winners in Four Different Sectors

Acting U.S. Commerce Secretary Rebecca Blank recently named four U.S. organizations as recipients of the 2012 Malcolm Baldrige National Quality Award, the nation's highest Presidential honor for performance excellence through innovation, improvement and visionary leadership. The winners in this, the 25th anniversary year of the award, represent four different sectors, one repeat recipient and a health network recognized for the same honor earned previously by its flagship hospital.

The 2012 Baldrige Award recipients—listed with their category—are:
- Lockheed Martin Missiles and Fire Control, Grand Prairie, Texas (manufacturing)
- MESA Products Inc., Tulsa, Okla. (small business)
- North Mississippi Health Services, Tupelo, Miss. (health care)
- City of Irving, Irving, Texas (nonprofit)

MESA previously received a Baldrige Award in 2006, also in the small business category. Another 2006 award winner, North Mississippi Medical Center in the health care category, is the primary hospital of this year's much larger recipient, North Mississippi Health Services.

"The four organizations recognized today with the 2012 Baldrige Award are leaders in the truest sense of the word and role models that others in the health care, nonprofit and business sectors worldwide will strive to emulate," said Acting Secretary Blank. "They have set the bar high for innovative practices, dynamic management, financial performance, outstanding employee and customer satisfaction, and, most of all, for their unwavering commitment to excellence and proven results." Continue reading…
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 our following member organizations who were recognized as one of the Phoenix Business Journal’s Best Places to Work for 2012:

**Sonora Quest Laboratories/Laboratory Sciences of Arizona**
*(Extra Large Category—Also the 5th consecutive year they’ve been recognized)*

**CBIZ MHM LLC**
*(Small Category)*

As a proud Gold Sponsor of the Arizona Quality Alliance, Sonora Quest Laboratories and Laboratory Sciences of Arizona provide comprehensive laboratory testing services; patient convenience; electronic connectivity solutions; and award-winning quality.
A recent post to this blog [1] demonstrated a firm grasp on the obvious by pointing out that large manufacturers, generally speaking, have considerably better access to resources -- capital, talent and technology -- than do smaller manufacturers. However, smaller manufacturers [2] do have resources available to them of which they may not be fully aware. Believe it or not, the federal government can provide smaller manufacturers with significant access to capital, talent and technology resources on a local, personalized basis.

**S.B.A. Isn’t as Remote as You Think**

A manufacturing business is, first of all, a business. And it is necessary to be a viable business before it is possible to be a Sustainable business. The Small Business Administration (S.B.A.) is the primary small business assistance program of the U. S. Government. As such, S.B.A. provides lending, management and technical assistance programs to small businesses.[3]

S.B.A. lending programs today are virtually all monies provided from banks and financial intermediaries, where the debt is guaranteed by the federal government, usually with terms more lenient than the market can provide. For example, a bank making a business loan will typically require a loan be supported by historical cash flows, collateral in excess of the loan amount, and short term in nature, even if used for real estate or other long term need. An S.B.A. loan can, in contrast, be supported by projected cash flows, offer longer terms (up to 7 years for working capital and 25 years for real property) and may not be fully supported by collateral. And to a banker who makes an S.B.A. guaranteed loan, the loan may not fully apply against their reserves as a typical commercial loan does. In FY2011, S.B.A. provided over $30 billion in lending support to smaller businesses.

**Small Business Development Centers**

The Small Business Development Center (SMCD) network consists of about 61 centers with over 1,000 local offices across America. [4] The SBDC network consists of local partnerships with institutions of higher learning that provide sponsorship, facilities and expertise. SBDC network offices are staffed paid professionals who are dedicated to client assistance and training. They provide assistance for small businesses at low or no cost, and follow strict guidelines from the S.B.A. on confidentiality, conflict of interest and conduct.

In Arizona, for example, the Community College system is the primary participant... Continue Reading


* Both Chuck Harrington and Mark Engle served as examiners for the Performance Excellence Award Program in 2012.
New Training Opportunities for Healthcare Professionals!

The Performance Management Group is offering two upcoming belt certification trainings Feb-March 2013. Click the workshop links below for more information or to register.

Excellence in Healthcare Delivery Black Belt Certification:
(Phoenix, Arizona -- Week One: 2/18-22/2013; Week Two: 3/18-22/2013)
http://www.helpingmakeithappen.com/leanhealthcare/healthcareblackbelts.html

Excellence in Healthcare Delivery Green Belt Certification:
http://www.helpingmakeithappen.com/leanhealthcare/healthcaregreenbelts.html

AQA members-- take advantage of a special 10% discount by entering Organization Code: AQA13 during registration. This discount applies to both onsite and online trainings.

Registration Extended for Top Companies to Work For in Arizona Awards Program

Do you want to position your organization for recognition that can help you attract and retain top talent, heighten organizational pride and gain positive media exposure? Register for the 2013 CareerBuilder Top Companies to Work For in Arizona. The new registration deadline is Jan. 18.

Any employer with 25+ employees in Arizona can participate in this awards program. Winners will appear in a special section of The Arizona Republic mid-June 2013, and online at Careerbuilder.com, azcentral.com, BestCompaniesAZ.com and worldatwork.org. Organizations will be listed by size and by categories including industry, diversity and female-friendliness. Winners will also be honored at the BestCompaniesAZ Leadership Forum and Expo in June 2013.

Registration is free and includes filling out a brief form, followed by a survey process. The Top Companies to Work For in Arizona awards program evaluates organizations based on employee engagement scores (75%) and answers to an employer questionnaire (25%) related to HR programs and benefits offered in this new economy. The employer results will be shared early next year so your company can strengthen and build HR programs for the future.

Don't delay! Register today!
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.

AQA members can take advantage of a special 10% discount using DISCOUNT CODE AQA10 at the time of registration.
AQA 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 *AQA Quality Quarterly* - Arizona Quality Alliance's 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*

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**Method of Payment:**

- Check—Please **make payable to “AQA” and send with this form to:** Arizona Quality Alliance, 4025 E. Chandler Blvd, #70-F10, Phoenix, AZ 85048
- Credit Card (A 3% service fee will be charged for credit cards)

Credit Card Type:  
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Name on Card: ___________________________ Signature: ___________________________

For Payment by Credit Card: You can **email this form to** kshepard@arizona-excellence.com, **fax it to** (602) 343-8330, or **call** (480) 874-5815 to pay over the phone.

For more information, visit www.arizona-excellence.com or call 480-874-5815.

**SPRING ISSUE RESERVATION DEADLINE:** March 19, 2013
The Arizona Quality Alliance is a non-profit corporation that advances improvement and excellence in organizations, communities and individuals. To achieve our mission we will:

1. Administer the Performance Excellence Awards Program based on the Malcolm Baldrige Criteria; and annually recognize, showcase & highlight outstanding achievement in performance excellence.

2. Train individuals to become experts at assessing and evaluating, entire organizations or individual processes using the Criteria for Performance Excellence.

3. Facilitate programs so organizations can find and implement proven best practices to achieve a competitive advantage.

4. Provide organizations with a comprehensive, cost-effective performance analysis with extensive feedback based on the Malcolm Baldrige criteria.

5. Create and deliver relevant workshops, benchmarking tours and seminars that will develop the skills and knowledge of performance excellence professionals.

6. Provide a dynamic environment for professional networking and knowledge sharing.

Thank You to Our Sponsors

Gold Sponsor

Sonora Quest Laboratories Laboratory Sciences of Arizona

Bronze Sponsors

Boeing CBIZ MHM

Copper Sponsors

BlueCross BlueShield of Arizona Scottsdale Healthcare

Partners

asba association ASQ

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