Fall 2016
Volume 8, Issue 3

Upcoming Events
July 10 — Completed Organization Level Applications due to SWAE
July 12 — Lead Examiner Training Webinar
July 13 — Board of Examiner Training for Scorebook Navigator Software
July 19 — Mentor Training Webinar
August 3 — Board of Examiner Training for SBN
August 31 — Board of Examiner Site Visit Training Webinar
September 11 — Board of Overseers Meeting & Consensus Scorebooks due
September 27 — Board of Director Meetings
September Site Visits — Sept 18-22 and Sept 25-29
Letter from the Chair of the Southwest Alliance for Excellence Board of Directors

I can’t believe the first half of 2017 has come to a close! We continue to be busy at the Southwest Alliance for Excellence offering programs that improve business results and outcomes. We will be offering a workshop to current and future applicants of our Performance Excellence Awards program on August 2nd titled: “How to Prepare for a Site Visit”. Attendees will gain knowledge on what is required and how to maneuver the Site Visit process. In addition, if your organization is just beginning their journey of improvement, you may want to consider scheduling a “Baldrige 101” Workshop with your Leadership Team. You will learn the importance of, and how to complete an Organizational Profile.

The 2017 SWAE Performance Excellence Program is in full swing and our Examiner training was completed in June. A special thank you to our Examiners and our Training Staff for all of your efforts!!! The SWAE Awards Program annually recognizes organizations for their performance excellence outcomes. The program has been expanded to offer four application tiers at the Organization Level in addition to the Process Level application. New to the SWAE product line is the Baldrige Express Survey, an online self-assessment that will provide an in-depth feedback report as to where your organization is at this time. Please check out the program offerings on the SWAE website: http://www.swae.org/.

Efforts in Q3 will focus on reviewing applications and performing site visits for our 2017 Applicant Organizations. Thank you for your continued support and interest in the Southwest Alliance for Excellence and your commitment to quality improvement! We continuously look for new organizations to join SWAE and capitalize on SWAE’s ability to partner with and improve results. If you know of any organization that may have interest in joining or would benefit from our program offerings, please contact me directly!!! Thank you and stay cool this summer!!!

Jean Hammelev BS CT(ASCP) MBA/HCM
Vice President, Quality & Program Management Office
Sonora Quest Laboratories
Laboratory Sciences of Arizona
Jean.hammelev@sonoraquest.com

— David A. Dexter, President & CEO, Sonora Quest Laboratories
Examiner Training Phoenix and Las Vegas

Our 2017 Performance Excellence Program cycle is under way with Intent to Apply forms already submitted and two examiner trainings completed. The first training was conducted in Phoenix, AZ on June 5, 6 and 7th and the second training in Henderson, NV on June 26, 27 & 28th. Both trainings went very well with 31 attendees representing all industries and all three states: Arizona, Nevada and Utah.

We would like to thank our talented and dedicated volunteer trainers Stacy Harley, Heather Mock, and Polly Walker for their invaluable service to the program. We would like to thank Deer Valley Unified School District for generously donating training space in Phoenix and City of Henderson for hosting the training in Nevada.
Examiner Training Phoenix and Las Vegas (cont.)
Are your improvement steps working?

When you take steps to better your organization, you need to know if your efforts are working. But figuring that out can be easier said than done.

*Southwest Alliance for Excellence* is please to partner with the Alliance for Performance Excellence to offer Arizona, Nevada and Utah organizations an affordable and easy-to-use assessment tool.

*Baldrige Express* is an online survey-based assessment that synthesizes points of view from all parts of your organization, combining the benefits of survey speed with the accuracy and completeness of a written narrative.

[Click here to view additional information on Baldrige Express.](#)
Register Now for the 2017 Baldrige Fall Conference!

https://www.baldrigeconference.org/
"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.
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.

REAP THE BENEFITS!

Membership Rates

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<th>Member Dues:</th>
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<tr>
<td>Medium</td>
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<td>Very Large</td>
<td>1,000+</td>
<td>$1/ per employee (maximum of $5,000)</td>
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<tr>
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<td>$75</td>
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HOW DO WE JOIN?

Simply complete and return the form below to join today. We’ll do the rest to get you started on the road to performance excellence!

SELECT THE MEMBERSHIP TYPE:  □ Small  □ Medium  □ Large  □ Very Large  □ Individual

Organization_________________________________________# of Employees

Contact Person_____________________________________CEO/Highest Official________________________

Address________________________________________City/State/Zip________________________

Phone________________________ext.______Fax________________________

Email________________________________________Company Web Site ________________

METHOD OF PAYMENT:  □ Check  □ AMEX  □ MasterCard  □ Visa

(Make checks payable to Southwest Alliance for Excellence; there is a 5% service fee for credit card payments)

Card Number________________________Exp. Date________Sec. Code________
SPONSORSHIP LEVELS & BENEFITS

Copper Level  Bronze Level  Silver Level

Gold Level  Platinum Level  Diamond Level

Click here for Sponsorship Benefits

The Southwest Alliance for Excellence (SWAE), a 501(c)(3) non-profit organization*, has many opportunities for organizations to be recognized and participate – through our events, programs and activities we involve thousands of people each year. Each email we send out gets distributed to over 2000 people. Our membership is active in our offerings, as are many other interested parties.

The opportunities are there—and SWAE wants to provide you with those that you desire, in addition to allowing you to be able to plan your marketing and participation efforts from the outset.

* SWAE is a non-profit corporation under IRS code 501(c)(3). Sponsorships may be a business expense; check with your financial advisor for info.
Communities of Excellence 2026, in partnership with the Baldrige Performance Excellence Program, has announced its recognition program. The purpose of Communities of Excellence 2026 and the recognition program is to

- Develop a nationally recognized standard of community performance excellence
- Establish role models of that standard through the recognition program
- Encourage continuous improvement through sharing of best practices and provision of feedback to communities that will lead to better outcomes for the residents they serve

Continue reading. . .

What Brings More Insight: the Answers or the Questions?
06/07/2017 11:52 AM EDT

Posted by Dawn Marie Bailey What if you were asked to speak on a topic for which you had no expertise? Would you turn down the assignment because you felt that audience members were already experts and you didn’t have … Continue reading →
Leadership Practices of 2016 Baldrige Award Recipients: Momentum Group
04/07/2017 08:02 AM EDT

Posted by Christine Schaefer During the Baldrige Performance Excellence Program’s 29th Annual Quest for Excellence® Conference this week, national role models in every sector showcased their best practices. Following is the last of four blogs on the leadership presentations of … Continue reading →

Leadership Practices of 2016 Baldrige Award Recipients: Don Chalmers Ford
04/06/2017 08:37 AM EDT

Posted by Christine Schaefer During the Baldrige Performance Excellence Program’s 29th Annual Quest for Excellence® Conference this week, national role models in every sector—including Baldrige Award recipients

Leadership Practices of 2016 Baldrige Award Recipients: Kindred—Mountain Valley
04/05/2017 01:19 PM EDT

Posted by Christine Schaefer During the Baldrige Performance Excellence Program’s 29th Annual Quest for Excellence® Conference this week, national role models in every sector—including Baldrige Award recipients of 2016 and previous years—have been showcasing their best practices. Fol-

Leadership Practices of 2016 Baldrige Award Recipients: Memorial Hermann Sugar Land Hospital
04/04/2017 06:59 PM EDT

Posted by Christine Schaefer During the Baldrige Performance Excellence Program’s 29th Annual Quest for Excellence® Conference this week, national role models in every sector—including Baldrige Award recipients of 2016 and previous years—have been showcasing their best practices. Following is the … Continue reading →
By Christine Schaefer

Since its inception in 2010, the online column *Insights on the Road to Performance Excellence*—written by Baldrige Program Director Emeritus Harry Hertz—has frequently received more web hits per month than any other page on the site.

Particularly popular are the spring columns that have followed the Annual Quest for Excellence® Conference for the past eight years. In those columns, Dr. Hertz has described key themes he perceived while attending the newest Baldrige Award recipients’ leadership and other presentations at the best-practice-sharing event.

With the latest such column posted this spring (“Why Not You?”), I wanted to make it easy for readers to consider and compare the year-to-year themes in organizational leadership chronicled in *Insights* since 2010. Following are the themes, along with the Baldrige Award-winning organizations that inspired them, from all eight post-Quest columns to date.

### 2017 Themes in Presentations by Baldrige Award Recipients

Don Chalmers Ford, Momentum Group, Kindred Nursing and Rehabilitation Center—Mountain Valley, and Memorial Hermann Sugar Land Hospital:

1. Leading for Innovation
2. Collaborative Team Work
3. Culture and Strategy Yield Results
4. Building Trust through Transparency and Accessibility
5. Family Values

See column “Why Not You?”

### 2016 Themes in Presentations by Baldrige Award Recipients

Charter School of San Diego (CSSD), Charleston Area Medical Center Health System (CAMC), Mid-America Transplant, and MidwayUSA:

See column “Why Not You?”

Click here to continue reading
Average or Excellent?
The Baldrige Excellence Framework including the Scoring Guidelines asks organizations to assess their results against relevant comparisons. Why are comparisons important? If you think your organization is a pretty good—or even a great—one, then I challenge you with a famous question coined by Baldrige Program Director Emeritus Harry Hertz, “How do you know?”

If I told you the score of your famous sports team, what would your immediate question be? How did the other team do??? That’s the gist of relevant comparisons; they provide the context for your organization’s performance relative to benchmarks and to your competition.

In the 2017–2018 Baldrige Excellence Framework, notes in Item 4.1 shed additional light on this concept. “Comparative data and information are obtained by benchmarking and by seeking competitive comparisons. Benchmarking is identifying processes and results that represent best practices and performance for similar activities, inside or outside of the industry. Competitive comparisons relate your performance to that of competitors and other organizations providing similar products or services.”

Sister Mary Jean Ryan, the former CEO of SSM Health Care, the first health care recipient of the Baldrige Award, often describes her biggest “ah-ha” moment in the four years of submitting Baldrige applications as follows: “The examiners acknowledged that our mission statement (“Through our exceptional health care services, we reveal the presence of God.”) was indeed great—exceptional, even. But they asked us two questions: ‘What do you mean by “exceptional”?’ And, ‘If you want to be exceptional, why are you content to compare yourselves to average?’ Those two questions stopped us in our tracks.”

Brian Lassiter, President, Performance Excellence Network, recently posted another Pensight, “Nobody Raves About Average: 52 Insights on the Road to Excellence.” You can access them here.

What comparisons do you use in your organization? Those that are easy to obtain? Those that make your organization look “good” by comparison? Or do you intentionally seek out those that challenge your organization to higher levels of performance? Do you want to be a little bit better than average, or are you striving for excellence?

Get more insights about the pursuit of excellence from our latest book, Leading the Malcolm Baldrige Way: How World-Class Leaders Align Their Organizations to Achieve Exceptional Results (available at Amazon.com or BarnesandNoble.com)
At the recent Quest for Excellence® Conference featuring current and past recipients of the prestigious Baldrige National Quality Award, we heard many inspirational stories from the senior leaders of the first long-term care facility to earn this recognition. Maryruth Butler, Executive Director of Kindred Nursing and Rehabilitation Center – Kellogg, Idaho, shared how their senior leaders intentionally created a culture of civility to engage employees in resident and patient safety.

Maryruth described a model that they learned from Sociotechnologix and have implemented in their center. [https://sociotechnologix.wordpress.com/?s=civility](https://sociotechnologix.wordpress.com/?s=civility) With this model for a culture of civility (shown above), the senior leaders first had to create an environment of psychological safety where the employees know that an error or near-miss would be seen as a breakdown in a process rather than a willful or careless act. As a result, employees are comfortable speaking up to identify errors or concerns about the things in the workplace. The senior leaders not only listen, they take action and share their actions with the workforce. This approach, in turn, reinforces the organizational learning that such a culture provides. In fact, in their last survey nearly 90% of their employees reported positively to the statement, “I am comfortable reporting errors without fear of retaliation,” versus 70% for the best-in-class comparison. And this culture of civility has resulted in high levels of patient safety reflected by the consistent 5-star overall rating and 5-star rating for quality measures the center has received for seven consecutive years. [https://www.nist.gov/baldrige/kindred-nursing-and-rehabilitation-center-mountain-valley](https://www.nist.gov/baldrige/kindred-nursing-and-rehabilitation-center-mountain-valley)

Many years ago, I saw a brilliant training video by John Cleese of Monty Python and Fawlty Towers fame. In “The Importance of Mistakes,” he uses an allegory of Gordon, the Guided Missile. Gordon receives ongoing feedback that adjusts his trajectory and speed to ensure that he hits his target. Cleese described how many organizations wait until an employee has missed an objective before leaders give him or her feedback – that the employee has failed. He posits that organizations and their employees would be far more successful if they could continuously learn by admitting that mistakes have been made and adjustments are needed.

Our client, PricewaterhouseCooper – Public Sector, a 2014 Baldrige Award recipient, has described in presentations at many conference their evolution from a traditional annual performance appraisal process to a culture of continuous coaching. How has that been working out for them? Their parent organization was named #23 on the 2017 Fortune’s 100 Best Companies to Work For. [http://beta.fortune.com/best-companies/pricewaterhousecoopers-23](http://beta.fortune.com/best-companies/pricewaterhousecoopers-23)

How do you know if you have created a safe culture where lessons can be learned from mistakes and proactive coaching is the norm? Reflect on your reaction when you last heard about a customer problem. Was your first question, “Who?” (did it?), or “What?” (went wrong in one of our processes?)? Do you make it easy for your employees to tell you what they need to do a good job – equipment, supplies, or training, or do you view this as whining or complaining? In Item 1.1 from the Baldrige Excellence Framework, a question asks, how do senior leaders “encourage frank, two-way communication…”? How do you encourage this? How do you know?

If you missed the Quest for Excellence® conference in April, you can still hear from leaders of Baldrige Award winning organizations at the Baldrige Fall Conference [https://www.baldrigeconference.org/](https://www.baldrigeconference.org/) Save the date -- October 26 - 27, 2017!
Upcoming Workshops & Events

“How to Prepare for a Site Visit”

Training Date: August 2, 2017
Time: 1:00 pm — 3:30 pm
Location: Webinar
Speaker: Sandra Kube, SWAE Performance Excellence Program Manager
Panel of Experts: Deborah Aders (Yuma Regional Medical Center), Stacy Harley (Scottsdale Medical Imaging) and Polly Walker (City of Henderson, Nevada)

Cost: $50 for SWAE members/$75 for non-members

Brief Overview: this workshop will focus on how a Performance Excellence Program applicant can successfully prepare for an Organization Level 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. In addition, a panel of past recipients and examiners will share key learnings from their individual perspectives.

Registration 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: ____________________________

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**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 5% service fee will be charged for credit cards)

Credit Card Type: ☐ Visa  ☐ Master Card  ☐ Amex

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 or call (480) 874-5815.

For more information, visit www.swae.org or call 480-874-5815.
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<td>Examiner Applications Due for Performance Excellence Program</td>
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<td>Pre-work for Examiner Training sent out – mandatory for all examiners bring completed to training on June 5</td>
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<td>Examiner Training - Intro, Stage 1, 2 &amp; 3</td>
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<td>Applicants</td>
<td>SWAE Office</td>
<td>Selection of Examination Teams, Leads, &amp; Mentors</td>
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<td>July 10-14</td>
<td>SWAE</td>
<td>Webinar</td>
<td>2-3 hours Lead &amp; Software Training; Site Visit Responsibilities; and initial applicant contact</td>
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<td>Lead Examiners &amp; SWAE</td>
<td>Webinar</td>
<td>SBN JIT Training for Independent Review</td>
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<td>Webinar</td>
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<td>Webinar</td>
<td>Stage 1 - Independent Review of Applications</td>
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<td>July 15 - Aug 6</td>
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<td>Workshop – “How to Prepare for a Site Visit” (1:00pm-3:30pm) - Sandy</td>
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<td>SBN JIT Training Consensus</td>
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<td>Webinar</td>
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<td>SWAE Office</td>
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<td>Lead Examiners</td>
<td>SWAE</td>
<td>Site Visit Preparation</td>
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<td>Sep 10-15 or 22</td>
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<td>Stage 3 - Site Visits completed (Site Visit time based on applicant type)</td>
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<td>Applicants notification of selection/non-selection</td>
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<td>SWAE</td>
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<td>SWAE</td>
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<td>Recognition Banquet for Recipients and Volunteers</td>
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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.