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Upcoming Events

January 8 — Board of Overseers Meeting
January 24 — Board of Director Meeting
January 24—60 Minute Webinar on Process Improvement
February 6—Recognition Banquet for SWAE Award Recipients and Volunteers
February 12—Board of Overseers Meeting
March 28—Board of Director Meeting
Letter from the Chair of the Southwest Alliance for Excellence Board of Directors

Happy Holidays! Another year is coming to an end and I would like to thank all of our members and sponsors for your continued support!!! As a 501(c)(3) nonprofit, we rely heavily on your continued support to help us achieve our organizational mission “To empower organizations to pursue performance excellence, improve outcomes and contribute to the economic strength of their community and state”.

2017 has been another exciting year at SWAE! I would like to congratulate our 2017 Performance Excellence Program Award Recipients; City of Henderson (Nevada), Nathan Adelson Hospice (Nevada) and Yuma Regional Medical Center (Arizona). You should be very proud of your commitment to excellence and the recognition of that endeavor. Congratulations and enjoy the Awards Ceremony in 2018!!!

I would also like to sincerely thank our staff and volunteers. Without your continued commitment to SWAE, we would not be able to sustain our organization. I would also like to recognize and thank Gary Feldman for his board of director membership and support. We wish you well in your new role at Blue Cross Blue Shield of Arizona. In January, Tom Snyder will be joining the SWAE Board of Directors, representing Banner University Medical Center – Phoenix!!! Tom has served as both a SWAE and National Baldrige Examiner and we are looking forward to your board service.

I hope you all have a wonderful Holiday Season and a Very Happy New Year! Thank you for your continued support of SWAE and your commitment to quality improvement!

Jean Hammelev BS CT(ASCP) MBA/HCM
Vice President, Quality & Program Management Office
Sonora Quest Laboratories
Laboratory Sciences of Arizona
Jean.Hammelev@sonoraquest.com
Announcing the Award Recipients of the SWAE 2017 Performance Excellence Program

On November 28, 2017, Southwest Alliance for Excellence (SWAE) announced the three award recipients of the 2017 Performance Excellence Program.

The Performance Excellence Program recognizes organizations for excellence in quality and performance. The program – modeled after the National Baldrige Program – provides not only an opportunity for recognition, but also valuable feedback on where an organization is positioned on the quality continuum.

Congratulations to our 2017 Performance Excellence Award Recipients:

(Level 3) Achievement Award

Yuma Regional Medical Center, AZ

(Level 4) Category Award—Category 1 “Leadership” and Category 5 “Workforce”

City of Henderson, NV

(Level 4) Category Award—Category “Workforce”

Nathan Adelson Hospice, NV

Join us for the 2017 Performance Excellence Program Awards Banquet!

Date: Tuesday, February 6, 2018
Time: Luncheon 11:30 AM—1:30 PM
Location: Dragon Ridge Country Club, 552 S. Stephanie Street, Henderson, NV 89012

For more information, download our invite or visit www.swae.org, or contact us at 480-874-5815
Announcing the Finalists for 2018 SWAE Leadership Award

The Southwest Alliance for Excellence is proud to announce the finalists for the 2018 Leadership Award! Click here to read more.

Laura Fucci
City of Henderson
Henderson, NV

Amanda Goodson
Raytheon Missile Systems,
Tucson, AZ

Kimothy Taylor
Ipro Tech, LLC
Tempe, AZ

Join us for the 2017 Performance Excellence Program Awards Banquet!

Date: Tuesday, February 6, 2018
Time: Luncheon 11:30 AM—1:30 PM
Location: Dragon Ridge Country Club, 552 S. Stephanie Street, Henderson, NV 89012

For more information, download our invite or visit www.swae.org, or contact us at 480-874-5815
Meet SWAE’s 2018 Sponsors

**Gold Sponsor**—Sonora Quest Laboratories/Laboratory Sciences of Arizona

**Bronze Sponsor**—Montevista Hospital

---

**SWAE 2018 Members & Partners**

We would like to take this opportunity to say “Thank You” to all of our members and partners for their continued support of the *Southwest Alliance for Excellence* and their commitment to quality improvement.


**Individual Members:** Deborah Cameron, Carla Carter, Kevin Engholdt, Wayne Haggstrom, Chuck McLane, Robert Mitchell, Michael Oster, Hugo Steincamp, Dyanna Waters

"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.
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

<table>
<thead>
<tr>
<th>Size</th>
<th># of Employees:</th>
<th>Member Dues:</th>
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</thead>
<tbody>
<tr>
<td>Small</td>
<td>2-99</td>
<td>$250</td>
</tr>
<tr>
<td>Medium</td>
<td>100-500</td>
<td>$500</td>
</tr>
<tr>
<td>Large</td>
<td>501-1,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Very Large</td>
<td>1,000+</td>
<td>$ 1/per employee (maximum of $5,000)</td>
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<tr>
<td>Individual</td>
<td>N/A</td>
<td>$75</td>
</tr>
</tbody>
</table>

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__________
Intel/SWAE Skills-based Volunteer Program (ISBV)

The Intel Corporation provides skill-specific volunteers as mentors to small and medium-sized organizations. Through Intel’s “Skills-based Volunteering” Program, Intel employees are matched to organizations based upon their experience, skill sets, passion and certifications. These volunteers provide mentoring and assist organizations with training in quality skills and accomplishment of quality objectives.

The program is designed for nonprofits, educational entities and government.

2017 ISBV Projects

The Alliance for Performance Excellence—Marketing Strategy and Branding Plan


East Valley Children’s Theater—Marketing Consultant

Phoenix Dream Project—High Quality Media Output

United Food Bank—Data Management and Marketing/Graphic Design/PPT

Compass Affordable Housing—Database/database management/best practices—doc repository

ICAN Positive Solutions for Youth—Database development. Track, compile data and accurate reports and communication plan. IT Project with file structure, sharing strategy, training tools for Google Drive

Society of Women Engineers—Database Architecture

i.d.e.a. Museum—Software Developer (CAD), graphics design and digital photography applications

Phoenix Speed Skating Club—Website and graphic design

Intel Skills Based Volunteer (ISBV) Program Team for 2017

Pictured from left to right:

Theresa Gama, SWAE Encore Fellow

Kimberly Hodges, Intel

Connie Chia, Intel,

Karen Shepard, SWAE Director

Theresa Niemeyer, Intel
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 pleased 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.](#)
Level 1 Applications are Accepted Year Round!

Level 1 applications are accepted throughout the year. There is no need to wait for the Performance Excellence Program cycle to submit your application.

Level 1 is an introductory or interest level application with coaching. Applicants will have their Leadership Team participate in a SWAE “Baldrige 101” Workshop to discuss common vocabulary of the Baldrige Criteria, help define key business factors, and answer questions in the Organizational Profile (OP). During the workshop, through interactive exercises, your team will answer some of the OP questions. This activity will provide the team with a head start on their organization's 5 page OP. After completing and submitting an OP the team will receive a written feedback report from their Coach and the opportunity to discuss next steps for the organization.

Process Level Applications NOW Accepted Only During Performance Excellence Program (PEP) Cycle (previously accepted year round)

A Process Level application is accepted only during the Performance Excellence Program cycle. This type of application provides an opportunity for an organization to receive a four hour site visit and feedback report for a single process. The Showcase in Excellence Award recognizes a team for one specific process that could be innovative or a cutting-edge approach. It may be used as a role model or result in exceptional performance or it could also be a routine process performed in an extraordinary manner. This application provides an opportunity for participation from organizations even if they have been involved at the Organizational Levels 1, 2, 3 or 4.

If you have questions on the Level 1 or Process Level Application please call the SWAE office at 480-874-5815 or email Sandy Kube at Skube@swae.org

Baldrige Quest for Excellence Conference

Learn how your organization can achieve outstanding performance. Join us at the premier showcase of current and former Baldrige Award recipients April 8–11, 2018, Baltimore Marriott Waterfront Hotel, Baltimore, MD. Official Conference of the Malcolm Baldrige National Quality Award. Celebrating our 30th Anniversary!
11 Examples of How the Baldrige Excellence Framework Strengthens the U.S. Military

By Christine Schaefer

Did you know that the first federal organization to earn a Baldrige Award—the nation’s highest honor for U.S. organizations that achieve excellence—is a unit of the U.S. Army? That’s right: the U.S. Army Armament Research, Development and … Continue reading →

Radiology and Baldrige: A Systems Match in Diagnostics

By Dawn Bailey

Leadership, integrity, quality, innovation—the core values of the American College of Radiology—echo the basic tenants and Core Values and Concepts of the Baldrige Excellence Framework and its Criteria.

And according to a Baldrige examiner who is also a radiologist, the Baldrige framework and radiologists could have a very beneficial, symbiotic relationship. Radiologists have learned expertise in a variety of key Baldrige Criteria areas, including … read more

Automobiles, Blind Spots, and Organizational Strategy

By Harry Hertz “The Baldrige Cheermudgeon”

How does an organization identify its potential blind spots? This is one of the most common questions I hear from people conducting strategic planning processes.

To begin answering the question, I have a simple analogy that can be used as a springboard to organizational strategy. That is, today’s cars are equipped with three rearview mirrors and often a backup camera. The mirrors and camera let you visualize what is behind you, a place you have already been. They identify “competitors” from within your clear line of sight, but they do not … Read more
## Upcoming Workshops & Webinars

<table>
<thead>
<tr>
<th>Date</th>
<th>Workshop Name</th>
<th>Presenter</th>
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<tbody>
<tr>
<td>January 24</td>
<td>Process Improvement <em>(Webinar)</em></td>
<td>Heather Mock, Deer Valley Unified School District</td>
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<tr>
<td>February*</td>
<td>Measurement <em>(Webinar)</em></td>
<td>Finalizing Presenter</td>
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<tr>
<td>March*</td>
<td>Strategy Development <em>(Webinar)</em></td>
<td>Finalizing Presenter</td>
</tr>
<tr>
<td>April 18</td>
<td>Yellow Belt Six Sigma (Face-to-Face)</td>
<td>Gerald Taylor, The Performance Management Group</td>
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<tr>
<td>April*</td>
<td>Workforce <em>(Webinar)</em></td>
<td>TBD</td>
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<tr>
<td>May*</td>
<td>Results <em>(Webinar)</em></td>
<td>Stacy Harley, Scottsdale Medical Imaging</td>
</tr>
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* Date to be determined

Additional Information can be found at [WWW.SWAE.ORG](http://WWW.SWAE.ORG)

If you have questions regarding any of the workshops or webinars please call the **SWAE** office at 480-874-5815 or email Sandy Kube at [Skube@swae.org](mailto:Skube@swae.org)
AHCA article in AMDA's newsletter
"Caring for the Ages"

AHCA Perspective  by David Gifford MD, MPH

Click on title below to read the article

Baldrige Criteria Illuminate the Steps to Achieve Quality Care

Dr. Gifford is the senior vice president of quality, research and regulatory affairs at the American Health Care Association, the largest association in the country representing long-term and post-acute care centers. A board certified geriatrician, Dr. Gifford also serves on the board of the Advancing Excellence in America's Nursing Homes campaign and the Baldrige Foundation Board. He is a clinical associate professor of medicine at Brown University and a former director of the Rhode Island State Department of Health.

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.
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**

*Ads should be in PDF or JPEG*

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<tr>
<td>Half Page Horizontal</td>
<td>(color) 7 ½ X 4 ¾</td>
<td>$300</td>
</tr>
<tr>
<td>Quarter Page</td>
<td>(color) 3 ¼ X 4 ¾</td>
<td>$150</td>
</tr>
<tr>
<td>Business Card</td>
<td>(color) 3 ½ X 2</td>
<td>$75</td>
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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.
<table>
<thead>
<tr>
<th>Date</th>
<th>Who</th>
<th>Where</th>
<th>Task/Item</th>
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<tbody>
<tr>
<td>May 4</td>
<td>Applicants</td>
<td>SWAE Office</td>
<td>Completed Intent to Apply forms due</td>
</tr>
<tr>
<td>May 11</td>
<td>Potential Examiners</td>
<td>SWAE Office</td>
<td>Examiner Applications Due for Performance Excellence Program</td>
</tr>
<tr>
<td>May 18</td>
<td>All Examiners</td>
<td></td>
<td>Pre-work for Examiner Training sent out – mandatory for all examiners bring completed on June 4</td>
</tr>
<tr>
<td>May 22</td>
<td>All Examiners</td>
<td>Webinar</td>
<td>Introductory Examiner Training</td>
</tr>
<tr>
<td><em>June 5, 6 &amp; 7</em></td>
<td>All Examiners</td>
<td>TBD Phoenix, AZ</td>
<td>Examiner Training – Stage 1, 2 &amp; 3 In person only</td>
</tr>
<tr>
<td>June 1</td>
<td>All Examiners</td>
<td></td>
<td>Pre-work for Examiner Training sent out – mandatory for all examiners bring completed on June 19</td>
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<tr>
<td>June 4</td>
<td>All Examiners</td>
<td>Webinar</td>
<td>Introductory Examiner Training</td>
</tr>
<tr>
<td><em>June 19, 20 &amp; 21</em></td>
<td>All Examiners</td>
<td>TBD Henderson, NV</td>
<td>Examiner Training- Stage 1, 2 &amp; 3 (if needed)</td>
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<tr>
<td>June 27</td>
<td>Lead Examiners &amp; 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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<tr>
<td>June 28</td>
<td>All Examiners including Leads</td>
<td>Webinar</td>
<td>SBN JIT Training for Independent Review</td>
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<tr>
<td>July 9</td>
<td>Applicants</td>
<td>SWAE Office</td>
<td>Completed Awards Applications due</td>
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<tr>
<td>July 9-11</td>
<td>SWAE</td>
<td></td>
<td>Selection of Examination Teams, Leads, &amp; Mentors</td>
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<tr>
<td>July 11</td>
<td>SWAE</td>
<td></td>
<td>Distribute applications and supporting materials to examination teams</td>
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<tr>
<td>July 12</td>
<td>Mentors</td>
<td>Webinar</td>
<td>Mentor Training Webinar</td>
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<tr>
<td>July 12 – Aug 6</td>
<td>Examiners</td>
<td></td>
<td>Stage 1 - Independent Review of Applications</td>
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<tr>
<td>Aug 2</td>
<td>All Examiners &amp; Leads 9:30-10:30; Leads only 10:30-11:30</td>
<td>Webinar</td>
<td>SBN JIT Training Consensus</td>
</tr>
<tr>
<td>Aug 6 – Sept 9</td>
<td>Examiners &amp; Mentors</td>
<td></td>
<td>Examiners Stage 2 – Team Meeting (1-2 days) &amp; Consensus report completed</td>
</tr>
<tr>
<td>Aug 8</td>
<td>Applicants</td>
<td>TBD</td>
<td>Workshop – “How to Prepare for a Site Visit” - Sandy</td>
</tr>
<tr>
<td>Aug 30</td>
<td>All Examiners 1:30-2:30; Leads 1:30-3:30</td>
<td>Webinar</td>
<td>SBN JIT Training Site Visit</td>
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<tr>
<td>Sep 10</td>
<td>Lead Examiners</td>
<td>SWAE</td>
<td>Consensus scorebooks &amp; scoring sheets with mentor review due</td>
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<tr>
<td>Sep 10-21 or 28</td>
<td>Examiners &amp; Mentors</td>
<td></td>
<td>Site Visit Preparation</td>
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<td>Sep 24-28 &amp; Oct 1-5</td>
<td>Examiners/Mentors/Aplicants</td>
<td>SWAE</td>
<td>Stage 3 - Site Visits completed (Site Visit time based on applicant type)</td>
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<td>Oct 15</td>
<td>Examiners</td>
<td>SWAE</td>
<td>Draft Feedback Reports with mentor review due (send to tech editor)</td>
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<tr>
<td>Oct 19</td>
<td>Judges</td>
<td>TBD</td>
<td>Panel of Judges Training</td>
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<tr>
<td>Nov 5</td>
<td>Judges</td>
<td>TBD</td>
<td>Stage 4 - Panel of Judges Meeting</td>
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<tr>
<td>Nov 5 – 19</td>
<td>Judges &amp; Lead Examiners</td>
<td></td>
<td>Finalize feedback report with tech edits</td>
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<td>Nov 12-19</td>
<td>SWAE</td>
<td></td>
<td>Stage 5 - Final Due Diligence conducted</td>
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<tr>
<td>Nov 19</td>
<td>Lead Examiners</td>
<td>SWAE</td>
<td>Final Feedback Reports due</td>
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<tr>
<td>Nov 26 – 30</td>
<td>SWAE</td>
<td></td>
<td>Applicants notification of selection/non-selection</td>
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<td>Dec 3</td>
<td>SWAE</td>
<td></td>
<td>News Release distributed reporting Recipients</td>
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<tr>
<td>Nov 20 – Dec 9</td>
<td>SWAE</td>
<td></td>
<td>Editing of feedback reports</td>
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<tr>
<td>Mid Dec TBD</td>
<td>SWAE</td>
<td>TBD</td>
<td>Feedback Reports provided to all applicants</td>
</tr>
<tr>
<td>Jan/Feb. 2019</td>
<td>SWAE</td>
<td></td>
<td>Recognition Banquet for Recipients and Volunteers</td>
</tr>
</tbody>
</table>
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.

Thank You to Our **Sponsors!**

**Gold Sponsor**

[Image]

**Bronze Sponsors**

[Image]

**Partners**

[Images]

**Social Media**

Connect with us on:

[Linkedin]

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[Facebook]

Follow us on:

[Twitter]